



# AGENDA

No.	Item	Presenting	Pages
<b>Meeting Business Items</b>			
1.	Apologies for Absence	Chair	None
2.	Declarations of Interests Members are reminded of the need to declare any disclosable pecuniary interests they have in an item being discussed during the course of the meeting. In addition, the receipt of any gift or hospitality should be declared where the value of it was thought to have exceeded £25 (gifts) or £40 (hospitality).	Chair	None
3.	Minutes of the meeting held on 16 January 2019	Chair	1 - 6
<b>Items for Consideration / Discussion</b>			
4.	Papers considered by Housing & Land Delivery Board 21 February 2019 (a) Housing Affordability: Update and Proposal (b) Regional Design Charter: Options and Next Steps	Gareth Bradford	7 - 28
5.	Update on Consultation for the Proposed Transfer of West Midlands Police & Crime Commissioner Functions	Tim Martin	29 - 36
6.	Response to Overview & Scrutiny Committee Recommendations to WMCA Board on 11 January 2019	Deborah Cadman	37 - 42
7.	Development of the WMCA Annual Plan 2019/20	Deborah Cadman / Paul Clarke	43 - 50
8.	Conclusions of the Bilston Road Task & Finish Group	Councillor Stephen Simkins	51 - 56
<b>Items for Information</b>			
9.	Overview & Scrutiny Working Groups - Progress Update	Chair	57 - 62
10.	Scrutiny Champions - Progress Update <ul style="list-style-type: none"> <li>• Air Quality</li> <li>• Leaders Like You</li> <li>• Transport</li> </ul>	Chair	63 - 66

11.	Forward Plans <ul style="list-style-type: none"> <li>• WMCA Board</li> <li>• Audit, Risk &amp; Assurance Committee</li> <li>• Environment Board</li> <li>• Housing &amp; Land Delivery Board</li> <li>• Investment Board</li> <li>• Overview &amp; Scrutiny Committee</li> <li>• Public Service Reform Board</li> <li>• Transport Delivery Committee</li> <li>• Wellbeing Board</li> </ul>	Chair	67 - 80
<b>Date of next meeting</b>			
12.	Friday 12 April 2019		None

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## West Midlands Combined Authority

### Overview & Scrutiny Committee

Wednesday 16 January 2019 at 10.00 am

#### Minutes

##### Present

Councillor Peter Hughes (Chair)	Sandwell Metropolitan Borough Council
Councillor Cathy Bayton	Dudley Metropolitan Borough Council
Councillor Mike Chalk	Worcestershire Non-Constituent Local Authorities
Councillor Peter Fowler	Birmingham City Council
Councillor Angus Lees	Dudley, Sandwell, Walsall and Wolverhampton Councils
Councillor Ian Shires (Vice-Chair)	Dudley, Sandwell, Walsall and Wolverhampton Councils
Councillor Stephen Simkins	City of Wolverhampton Council
Councillor Joe Tildesley	Solihull Metropolitan Borough Council
Councillor Vera Waters	Walsall Metropolitan Borough Council

##### In Attendance

Councillor Liz Clements	Birmingham City Council
Councillor John Cotton	Birmingham City Council
Councillor James Butler	Solihull Metropolitan Borough Council
Councillor Rose Burley	Walsall Metropolitan Borough Council
Councillor Kath Hartley	Chair of Transport Delivery Committee
Deborah Cadman	Chief Executive WMCA

##### Item No. Title

##### 34. Apologies for Absence

Apologies for absence were received from Councillor Josh Jones (Birmingham), Councillor Lisa Trickett (Birmingham), Councillor Stuart Davies (Joint Coventry / Solihull Representative) and Paul Brown (Black Country LEP).

##### 35. Welcome & Introductions

Chair welcomed:

- Two new members to the committee Councillor Vera Waters and Councillor James Butler.
- Deborah Cadman, Chief Executive of WMCA.
- Councillor Chris Tranter Chair of the Scrutiny Committee for the West Midlands Fire Authority and colleagues from the West Midlands Fire Service.
- Councillor Kath Hartley Chair of Transport Delivery Committee.

**36. Inquorate meeting**

In accordance with the WMCA's constitution, the meeting was inquorate. The recommendations contained within the minutes would be submitted to the WMCA Board on 8 February 2019 for formal approval and adoption.

Councillor Stephen Simkins shared that the quorum was discussed at City of Wolverhampton Council Scrutiny Committee and a recommendation from this was that there should be a permanent member for Local Authorities dedicated solely to Combined Authority work. Councillor Stephen Simkins would share the relevant information with the Monitoring Officer and to the Governance Working Group.

**37. Minutes of the previous meetings**

The minutes of the meeting held of the 20 November 2018 were confirmed as a correct record subject to an amendment to minute no. 20 whereby the minutes should reflect that Councillor Ian Shires was in attendance and had not sent apologies and with this amendment the minutes of the meeting held of 26 November 2018 were agreed as a true and accurate record.

**38. Forward Plans**

The committee considered the items as outlined on the WMCA Board forward plan and requested oversight of the Park & Ride Strategy and Common Approach to Cycling reports. Committee members' comments regarding these items would be fed back to WMCA Board via the Chair on 8 February 2019.

In relation to the governance issues raised by committee, the Chief Executive suggested that the committee needed investment in order to develop further. The Chief Executive advised the committee members that they would be given the opportunity to undertake some work with the LGA and Centre for Public Scrutiny. She explained that this was not a criticism of the current arrangements, but she felt that an external body such as the Centre for Public Scrutiny or LGA could help to build on the role of scrutiny and more provide strategic oversight of the role scrutiny with the developing WMCA.

Councillor Cathy Bayton highlighted Dudley Metropolitan Borough Council's concerns regarding the business case and arrangements of the finance for New Stations Outline Business Case – Packages 1 & 2 as outlined on the WMCA Board forward plan, due to be considered on 22 March 2019. The concerns were around the decision making process of the £14million feasibility study undertaken. It was therefore agreed that a targeted time-limited task & finish group would be implemented to review this further and feedback would be provided at a future committee. Councillor Vera Waters abstained from this recommendation.

Councillor Stephen Simkins requested that committee should oversee the Strategic Risk Register. The Monitoring Officer shared that the Audit, Risk & Assurance Committee had primary responsibility oversight of the Strategic Risk Register. The Chair also advised that there continued to be ongoing dialogue with the Chair of the Audit, Risk & Assurance Committee.

It was recommended to the WMCA Board that:

- (1) Items on the Overview & Scrutiny forward plan be noted.
- (2) Comments regarding other boards / committees be noted.
- (3) Boards & Committees who had not implemented forward plans to provide an estimated date indicating when a forward plan would be available.

**39. Response to Overview & Scrutiny Committee - Mayor's Question Time: Policy**

The committee considered a report from the Chief Executive providing a formal response to the points raised by committee at the Q&A session relating to issues on air quality, transport, housing and other policy-related matters.

The Chief Executive commented that it was her view the funding of resources for scrutiny was more sustainable from the operational fund of the Combined Authority than the Mayoral Capacity Fund as this was only allocated for a period of two years. Further to committees concerns around the lack of resources as highlighted in the Governance Working Group, it was also noted that additional resources for scrutiny had been identified in the draft budget.

The chair acknowledged the additional resources being committed to scrutiny from the operational budget. However, committee members considered that the Mayor should still have shown support to scrutiny by allocating a segment of the Mayoral Capacity Fund (albeit only over the 2 years of the fund) for this purpose. They considered that this would have demonstrated a significant commitment towards scrutiny in decision making, and help to substantiate his claims regarding 'transparency'.

Further to concerns raised around the Mayor not utilising his bus franchising powers, it was agreed that a task & finish group would be implemented to look at this further and feedback at a future committee.

Councillor Ian Shires also referenced point (d) of the report and requested that pre-decision scrutiny be undertaken into the development of proposals for an affordable housing deal with Government.

It was recommended to the WMCA Board that:

- (1) The responses provided be noted.
- (2) The comments made by committee in relation to the Mayoral Capacity Fund to be noted.

**40. Low Emissions Strategy**

The committee considered a report from the Head of Environment on the progress of the West Midlands Low Emission Strategy and action plan. Further to previous concerns expressed by the committee. The Head of Environment advised that a steering group had been established and would be meeting to finalise the development and implementation plan.

Councillor Liz Clements drew attention to the work being undertaken in Birmingham City Council to introduce a Clean Air Strategy for Birmingham. She stressed the need to add value to the work being undertaken by other West Midland Local Authorities which would help to support a wider regional strategy. She also highlighted the need to set more ambitious targets in comparison to the World Health Organisation and EU standards. The Chair also reminded members and the Head of Environment of the committee's previous recommendation (made following the Mayor's Policy Question Time) that further regional resources were required for data collection, and the Combined Authority could provide a lead, and also a strategic role in this.

Councillor Joe Tildesley requested that the Head of Environment provide an ambitious 12 month plan with anticipated outcomes and achievements set out in the strategy. This would then allow scrutiny of achievements against targets and maintain accountability of individual officers and portfolio holder.

The committee considered that it would be more appropriate for the strategy to be referred to as an 'Air Quality Strategy' due to its wider brief. The committee further requested input into the development of the strategy prior to being approved by WMCA Board.

It was recommended to the WMCA Board that:

- (1) The content of the report and its appendices be noted.
- (2) The comments made by committee in relation to the strategy be noted.

**41. Monday 25 February 2019 at 10am**

The date of the next meeting was noted.

**42. Exclusion of the Public and Press**

In accordance with s100 (A) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business as it was likely to involve the disclosure of exempt information as specified in paragraph 3 of the Act.

**43. Wednesbury to Brierley Hill Extension Project Update**

The committee considered a report from the Metro Finance & Commercial Director on the Wednesbury to Brierley Hill Metro Extension Project, which was planned to enter into passenger service in November 2023. The report provided an update regarding current activities, upcoming key milestones, current estimated costs, funding position and the key risks to the project.

It was noted that the report was considered in a private session due to commercially sensitive information as outlined under reference 5.2 of the report, and some members expressed concern regarding this decision. The Monitoring Officer advised members that it was his principle to be transparent in the reports considered in both public and private sessions. In order to facilitate more openness, expressed that he would explore the structure of reports in the future.

Councillor Cathy Bayton highlighted the importance of the extension for Dudley (and other neighbouring boroughs) in order to boost local skills and

rail economy. Committee members raised concerns over the possibility of future freight train operation on the line and suggested that this should not be brought into costing arrangements. It was agreed that the Budget Working Group would oversee the arrangements of the final business case prior to approval at WMCA Board.

The Chair raised also raised concerns that the key decision dates for this project (and the necessary Board reports) had not been included into forward plans, and requested that this be rectified. He also pointed out the need for scrutiny of the business case prior to approval by the WMCA Board.

It was recommended to the WMCA Board that:

- (1) The contents of the report be noted.
- (2) The comments made by committee in relation to Wednesbury to Brierley Hill Metro Extension Project be noted.

The meeting ended at 1.35 pm.

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## Housing & Land Delivery Board

<b>Date</b>	21 February 2019
<b>Report title</b>	Housing Affordability: Update and Proposal
<b>Portfolio Lead</b>	Councillor Mike Bird
<b>Accountable Chief Executive</b>	Jan Britton, Chief Executive, Sandwell Metropolitan Borough Council
<b>Accountable Employee</b>	Gareth Bradford, Director of Housing and Regeneration, WMCA Pat Willoughby, Senior Reporting Officer, WMCA Rob Lamond, Report Author, WMCA
<b>Report has been considered by</b>	This report was considered by the Housing & Land Delivery Steering Group on 1 February 2019, its contents agreed, subject to amendments, and approved for submission to this Board. The report has been amended in light of feedback from Delivery Steering Group.

### Recommendation(s) for action or decision:

The Housing and Land Board is recommended to:

1. Agree:
  - a) the approach to delivering the affordable housing workstream
  - b) the key elements of a potential affordable housing deal with Government.
2. Note:
  - a) The background evidence and progress on supply
  - b) the progress in developing a proposal for a Housing Affordability Deal with Government, and
  - c) that this paper has been considered, and the broad contents endorsed, for submission to the Housing & Land Delivery Board by the Housing & Land Delivery Steering Group. There was collective agreement that addressing the growing affordability challenge was critical to achieving full success.

### 1.0 Purpose

- 1.1 A report considered by the Housing and Land Board on 25 October 2018 set out the challenging ambition of WMCA to increase the supply, quality, range and delivery of

affordable homes, in terms of absolute numbers and as a proportion of overall supply to support the region's ambitions for economic and inclusive growth. The report outlined concerning trends relating to worsening housing affordability, lack of supply of dedicated affordable and social housing, and impact on citizens and the economy.

- 1.2 The Housing and Land Portfolio goals, projects and workstreams for 2019/20, agreed at the meeting of the Housing & Land Delivery Board in December 2019 and subsequently by WMCA Board on 11 January 2019, included key deliverables to “*increase the supply of affordable and social housing in the region*”, and “*submit an ambitious regional affordable and social housing deal to Government.*”
- 1.3 This report is an update on the progress to date in developing a WMCA proposal for the region to deliver collectively on affordable and social housing with Government, and a summary of the developments in housing policy and analysis supporting this approach.

## 2.0 Background

- 2.1 Housing affordability is one of the most prominent public policy issues of the age, with growing recognition that the UK is facing a mounting affordability crisis. Housing is also an important determinant of people's well-being, and it is something on which people, particularly those on lower incomes, typically spend a substantial proportion of their income. Changes in the price of obtaining a given standard of housing can therefore significantly affect living standards.
- 2.2 Recent months have seen several significant national policy announcements in relation to housing. The publication of the Social Housing Green Paper “A new deal for social housing” in August 2018, the announcement of a £2bn social housing fund available from 2022, and the lifting of the Housing Revenue Account cap for local authorities indicate an evolving housing policy environment. The Prime Minister has referred to housing as “the biggest domestic policy challenge of our generation”, and it is within this focus that several significant reports and analyses have recently emerged:
  - Unison published analysis of housing affordability for key workers in every local authority area in England, Scotland and Wales.
  - Shelter's Social Housing Commission published its report and recommendations to deliver 3.1million new social homes
  - The Smith Institute established an Affordable Housing Commission, chaired by Lord Best, to “examine the causes and effects of this affordability crisis, explore and propose workable solutions (big and small) and build consensus for change”.
  - In November 2018 a joint report from Crisis and the National Housing Federation assessed the “Housing supply requirements across Great Britain”, and concluded that the role of social housing, security of tenure and the need for regional approaches were key considerations in addressing housing need.
- 2.3 This body of evidence underlines the growing recognition that housing affordability is a real and growing issue both nationally and at a local level. Analysis for the West Midlands, as discussed at previous Housing and Land Board meetings, indicates that based on current trends that the WMCA's affordability ratio is on course to exceed the

national average by 2020. The private rented sector is also seeing significant price increases above the national average, meaning that both rental and purchase values are becoming unaffordable for a growing proportion of residents.

### 3.0 WMCA Progress

3.1 In the period following the October Board report significant progress, on tackling the issues identified by the Board, has been made on a number of fronts:

- Discussions with HM Government and stakeholders are ongoing, including very positive meetings in recent weeks with senior officials at the Ministry of Housing, Communities & Local Government (MHCLG), Treasury and Number 10 to press the WMCA case for an emboldened approach to addressing housing affordability, potential for greater devolution of affordable housing monies and the clear links to the local industrial strategy and housing deal. This will help to inform the WMCA's submissions to the forthcoming Comprehensive Spending Review and other funding bids/business cases (e.g. town centres).
- As agreed by the Housing & Land Delivery Board in December 2018, WMCA's Housing & Regeneration team have engaged with registered providers, both currently in the region and new national providers currently not active in the region to broker conversations on new supply partnerships and tangible 'early wins'. These discussions are commercially sensitive at this stage but further detail will be provided to Housing and Land Board in due course. Key ingredients include Registered Provider commitments to a) accelerating delivery of sites; b) unlocking stalled sites; and modular construction and other objectives of the Housing & Land portfolio.
- The West Midlands Housing Association Partnership (WMHAP) are also seeking to establish a Joint Delivery Vehicle with the WMCA to "*achieve a significant increase in the contribution of housing associations to the supply of affordable housing in the West Midlands*". Discussions are ongoing with representatives of WMHAP and the National Housing Federation to develop a full business case for this model, recognising that it will need to be considered in a manner which is consistent with other potential supplier partnerships.
- The WMCA team is linking in with the Mayoral Homelessness Taskforce, ensuring a joined up approach on issues of affordability and housing supply for vulnerable people. This work includes a "*Designing out Homelessness*" Mayoral event with Registered Providers held in November to encourage support for the Housing First approach to homelessness and the commitments to supply for affordable housing. In January 2019 the Homelessness Taskforce Members Advisory Group agreed that the Taskforce's five objectives, including "*Affordable, Accessible Accommodation*" be mainstreamed in the Combined Authority's strategies.
- Representatives from The Smith Institute "Affordable Housing Commission" have met with the WMCA Housing and Regeneration team to discuss local issues and opportunities, and have encouraged response to their forthcoming call for evidence.

#### 4.0 The emerging WMCA proposal

- 4.1 Building on the ground breaking Housing Deal announced early in 2018, WMCA is currently working with MHCLG to agree a further **Housing Affordability Deal**. This will be a very significant supply package at the heart of our Local Industrial Strategy. It will ensure that social and affordable housing is enabled to make its full contribution to address acute market failure house the workforce that the economy needs and tackle the growing affordability gap in the region. The core driver of this proposal is to increase the supply of housing to address issues of affordability and wider social and economic consequences, and to ameliorate rapid change in the region's housing market brought about by sustained economic growth.
- 4.2 A summary of the key elements of the Housing Affordability Deal proposal is annexed to this report for consideration and agreement by the Board. This was discussed at Delivery Steering Group on 1 February 2019 and the key elements were endorsed. The aim is to create a regionally bespoke approach that goes beyond delivery numbers, raising quality standards, securing placemaking and inclusive growth. At the heart of the proposal is the aspiration to establish a new regional definition for affordable housing and new regional design benchmarks, linking housing delivery directly to the Industrial Strategy and the principles of the social housing green paper in a local context. The diversity of the West Midlands, combining both major urban conurbations and predominately rural areas, provides the opportunity to develop a broad range of approaches to tackle varying needs. The focus will be on accelerating supply through land, brokering, planning and joint delivery approaches to radically improve the mix, choice, and quality of new affordable housing across the region. This will align and synergise with the many elements of WMCA's work: for example, the development of the One Public Estate programme will identify public sector land that can be brought forward for affordable housing delivery.
- 4.3 WMCA is proposing Accelerator Investment from HM Government to enable the region to radically drive up the supply of new affordable and social housing. A key element is new funding to ensure affordable housing can be delivered on sites where currently that provision is either unviable or below policy requirements, and therefore these sites are not currently coming forward. This funding, alongside unprecedented local and private investment, will help secure our ambition to treble the supply of new affordable and social homes within a decade (from a 2016 baseline). Alongside the proposal for investment to accelerate delivery, the WMCA proposal is also exploring opportunities to maximise existing powers and opportunities including procurement, local development orders and CPOs, where appropriate. Establishing the local expertise and capacity to deliver innovatively is central to this approach.

4.4 The table below sets out some of the key “asks” and “offers” to Government in relation to the proposal.

<b>WMCA ask from HM Government</b>	<b>WMCA offer to HM Government</b>
Increase in devolved funding to WMCA dedicated to housing affordability	Delivery of more homes in total and significantly more affordable homes and increase build out
Agreement to a <b>minimum</b> 20% affordable provision, or higher dependent on Local Plan policy, on WMCA land and investments	A minimum of 20% affordable housing, or higher dependent on Local Plan policy, on all schemes utilising this funding
Dedicated gap funding to increase the proportion of affordable housing delivery on key sites which are stalled/unviable	Addressing viability gaps to increase affordable provision to 20-35% using gap funding provided in line with Local Plan policy and thereby unlock and accelerate the delivery of sites
Inclusion of HM Government land in One Public Estate approach and support for affordable housing provision on such land	Bringing together One Public Estate land from councils and other public agencies to maximise assets and opportunities under West Midlands procurement
Joint liaison with providers, where required	Investing WMCA assets, for example building above and around key transport hubs
Recognition of the opportunities and importance of brownfield development to drive productivity and regional growth	Focussing on Brownfield land and redevelopment, protecting Greenbelt and green field land where appropriate
Supporting the development and application of the West Midlands Regional Design Charter (e.g. on Government land).	Leading a step-change in quality, design and attractiveness of affordable housing
Access to a full range of Government funding, assets and support	Reduced public spend per affordable home in the region
Supporting devolved and holistic approach to housing, infrastructure, transport etc. to deliver inclusive growth, avoiding ‘bidding pots’	Maximising benefits of existing and future Government investment – HS2, Metro, CWG, Local Industrial Strategy, Addressing market failure to assist geographical rebalancing of the economy

<p>Maximising existing powers and freedoms in the region to transform pace, quality and quantum of housing.</p>	<p>An exemplar region for housing innovation, with WM making major contributions to national targets and established as a national leader for quality and use of Advanced Methods of Construction</p>
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- 4.5 Many of the elements included in the table above are also fundamental preconditions to unlock major private sector investment into the region’s housing delivery. Interventions to bring forward land supply, delivering a joined up and strategic approach to development, and providing expertise and capacity in strategic housing delivery will attract both private and public finance.
- 4.6 The model proposed would embed a “virtuous circle” of return on investment, as the benefits from new developments flow through the utilisation of brownfield land to deliver both quantity and quality of housing, raising the reputation and prestige of the region and thus attracting further investment and development.



## 5.0 Next steps

- 5.1 The WMCA Housing and Regeneration team are in ongoing dialogue with HM Government officials regarding the emerging proposal and the investment required so early agreement to the overall principles and approach is helpful. It is intended that the proposal will also form part of the CA’s submissions to HM Treasury as part of the Comprehensive Spending Review process, subject to any further developments. Further reports will be provided to Housing and Land Board as this process continues.
- 5.2 In developing the proposal WMCA officers have held or have forthcoming discussions with a range of registered providers, membership bodies and organisations. This dialogue is ongoing and will include further partners in due course.

- 5.3 It is important to note that the discussions with providers are in regard to regional supply agreements, and therefore provide additionality and complement the affordable housing targets set out in local plans. The proposal to HM Government will focus on a regional approach to collective delivery, not locally set planning policy.
- 5.4 Work is continuing on the development of a “regional definition” for housing affordability, linked more closely to local income levels and market prices. Engagement with the Homelessness Taskforce, and discussions with the Office for National Statistics are ongoing to develop more meaningful analysis of the regional and local variations in affordability. Further detail on the measuring housing affordability is included in Appendix 2.

## **6.0 Financial Implications**

- 6.1 There are no direct financial implications as a result of this report but further consideration will be given to funding implications as negotiations progress with Government.

## **7.0 Legal Implications**

Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives the CA a power of competence appropriate for the purposes of carrying-out any of its functions. Part 4 of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to any Economic development and regeneration in the constituent councils are exercisable by the CA. Part 3 of The West Midlands Combined Authority (Functions and Amendment) Order 2017 confers functions corresponding to the functions of the Homes and Communities Agency has in relation to the combined area.

The principles for the provision for Affordable Housing will be incorporated and reflected into the relevant grant funding agreements and Legal will advise further when instructed on specific funding agreements.

## **8.0 Equalities Implications**

There are no immediate equalities implications in relation to this report. However, individual strategies and delivery schemes will need to take into account local area needs and local stakeholder needs to ensure the schemes benefit local residents, including harder to reach groups. To that effect equality impact assessments will need to be conducted to understand demographics, key inequality issues and how investment can help address key inequality gaps. Engagement and consultation with key equality stakeholders is also crucial.

## **9.0 Inclusive Growth Implications**

The proposals themselves are neutral when it comes to inclusive growth. However, implications will arise as investments are made and strategies are devised – in terms of who benefits from those investments and in who is involved in shaping and contributing

to them. As such, any programmes should be devised with the responsibility to deliver inclusive growth. The Inclusive Growth Framework and burgeoning Investment Toolkit can be used as a guide to shape this process.

Current governance arrangements are satisfactory for building a strategic picture, but the shaping and delivery of specific programmes will need to involve a wider variety of stakeholders in order to be inclusive.

## **10.0 Geographical Area of Report's Implications**

The subject of the report covers the whole of the WMCA area.

## **11.0 Other Implications**

11.1 None.

## **12.0 Schedule of Background Papers**

12.1 Report to Housing & Land Delivery Board in October 2018.

## Appendix 1: Housing Affordability Update

### Key elements of the emerging deal/proposition

***Our Goal: A new housing offer that enables people to come to the West Midlands, live in a decent home, grow up here, thrive and make their mark in an environment that gives people what they need.***

The proposed approach is based on principles of quantum, pace and quality, to deliver the Nation's most ambitious social housing delivery plan and to radically improve:

- Supply
- Choice
- Mix (including new products)
- Build Out
- Scale
- Quality
- Brownfield focus

The key to success is to use new monies to increase affordable offer on sites which are currently stalled due to viability problems.

Proposed elements of the package include:

- Securing a devolved Housing Affordability Deal for the region
- Trebling supply of affordable and social housing in the region (2,000 in 2016) to 6,000+ per annum by 2026
- Delivering an additional 1500 new homes every year from 'new providers'
- Delivering an additional 1500 new homes every year from 'existing providers'
- Creating and unlocking a pipeline of site opportunities across a range of sites, packaged into portfolios, creating certainty for providers across many years
- Creating expert capacity deployed into the region to support delivery, resourced by WMCA, local authority officers and secondments from Registered Providers, and financed from the allocation secured
- Across the region, a majority of all new affordable and social housing to be delivered on brownfield land, an ambition to be set in the new regional Spatial Investment and Delivery Plan
- A new affordable housing delivery approach from WMCA and registered providers to bring forward sites identified in the pipeline, at pace, using new expertise in WMCA, funding, land assembly, CPO, infrastructure development.
- An extensive and tailored programme to support local councils, where requested, to increase the delivery of council housing by exploring flexibility on borrowing, recycling of right to buy receipts and creation of new local housing companies.
- A new refurbishment programme to enhance existing social housing stock to improve standards and increase density of development.
- All new housing under this plan to meet the highest standards of design and, wherever appropriate, to be built using advanced methods of construction.



**West Midlands**  
Combined Authority

## Appendix 2: Defining housing affordability

The HM Government definition of affordable housing as stated in Annex 2 of the National Planning Policy Framework (NPPF) is “housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers)”, under four sub-headings: affordable housing for rent, starter homes, discounted market sales housing, and other affordable routes to home ownership (e.g. shared ownership).

For both affordable rent and discounted market sales, the NPPF sets out a margin of 20% below market value as the minimum discount that should be applied.

Whilst this is the most commonly applied definition of affordable housing, a House of Commons briefing paper notes that “there is a good deal of ambiguity in the way the term “affordable” is used in relation to housing”. As local housing markets have continued to change and diverge across the UK, the requirement for more nuanced, local approaches has become more pressing. As the (then) Communities and Local Government Select Committee reported in 2016, “Where the need exists, it is vital that homes for affordable rent are built to reflect local needs. The definition of affordable housing should better reflect individual and local circumstances.”

### Examples of other definitions in use

- **Manchester City Council:** “To be classed as affordable a property must cost no more, in rent or mortgage, than 30% of the current average gross household income of a Manchester resident of £27,000 (both earned or through benefits). This equates to up to £675 per month for rent and up to £121,500 (excluding deposit) to buy a home.”
- **Shelter** suggest Living Rents should be benchmarked to the 30th percentile of local earnings: a “genuinely affordable rent” would be set at a third of this level, meaning that a typical low income household would pay around a third of their income on rent.
- **London** has a Living Rent scheme which is funded by the Greater London Authority and is an intermediate product. These schemes provide tenants with an option to rent at a living rent rate (not market) and then the option to purchase at a later date.
- An affordability study carried out by St Basils, assessing housing need in **Birmingham** using data from 2015 found that an **annual income** of:
  - £10,800 was required to afford the lowest cost **market rental option**, a shared property (without subsidy)
  - £14,928 was required to afford the lowest cost **social rented option**, a bedsit property
  - £18,240 was required to afford the lowest cost **‘Affordable’ rented option**, a 1 bed property.

The analysis also noted that for home ownership (excluding new properties), the problem is not the property price but mortgage availability – saving for deposits whilst renting.

In order to address this challenge and deliver the right homes in the right places for the region, there is a need for a fundamental shift in approach to housing affordability in the West Midlands. Central to this is an assessment of what “affordability” means at local levels, and the mix of types of housing product, tenure and design that can provide elements of the solution to this issue.

Housing affordability for house sales is currently commonly measured by the house price to earnings ratio, published by the Office for National Statistics at local authority level. However, whilst this ratio does give an overall indication of average affordability, it does have clear limitations. Price and income variations at lower geographical levels are not available, and the income element of the ratio is calculated by using average income for full time employees – therefore not taking into account self-employed, part-time or unemployed income levels. This measure is also limited to sale prices only, and does not include rent prices.

Additionally, local circumstances include much more than the current market prices and rents. Levels of income, and the variation of factors across age groups, employment types, geographical location and access to services all play a major role in determining how affordability is perceived.

Therefore the complexity and variation of household circumstances - wages, composition of household and numbers earning, tax, child care, benefits, location etc. – is not currently reflected in affordability measures used.

## Housing & Land Delivery Board

<b>Date</b>	21 February 2019
<b>Report title</b>	Regional Design Charter: Options and Next Steps
<b>Portfolio Lead</b>	Councillor Mike Bird
<b>Accountable Chief Executive</b>	Jan Britton, Chief Executive, Sandwell Metropolitan Borough Council
<b>Accountable Employee</b>	Gareth Bradford, Director of Housing & Regeneration, WMCA Pat Willoughby, Senior Reporting Officer, WMCA Rachel-Ann Atterbury, Report Author, WMCA
<b>Report has been considered by</b>	This report was considered by the Housing & Land Delivery Steering Group on 1 February 2019, its contents agreed, subject to amendments, and approved for submission to this Board. The report has been amended in light of feedback from Delivery Steering Group.

### **Recommendation(s) for action or decision:**

The Housing & Land Delivery Board is asked to:

- 1) Consider the purpose, proposed elements and application of a Regional Design Charter following the commitment in the Housing Deal, and at the meeting of the Housing & Land Delivery Board in December 2018, for WMCA to develop and implement a new Regional Design Charter in 2019 and thereby continue to improve design quality and placemaking across the West Midlands.
- 2) Note that this paper has been considered, and the broad contents endorsed, for submission to the Housing & Land Delivery Board by the Housing & Land Delivery Steering Group.

## 1.0 Purpose

1.1 The purpose of this paper is to provide context for the preparation of a Regional Design Charter and some initial thoughts on its purpose and application. The principle of securing improved design quality is a key part of WMCA's role in housing delivery, inclusive growth and place-making and the preparation of a Regional Design Charter was agreed as a key deliverable for 2019 by the Housing & Land Delivery Board at its meeting in December 2018.

## 2.0 The role of a Regional Design Charter

2.1 Establishing new quality and design benchmarks to enable a step change in the pace, quantum and quality of housing and employment development in the region are recognised as being essential to economic growth and regeneration. More generally, research shows that good place-making can have significant beneficial impacts and quality design can support bids for national funding in terms of Benefit Cost Ratio (BCR) compliance.

2.2 The proposed charter is intended to support and fit with more detailed design documents which have been, or will be, prepared by local planning authorities: it is neither a 'guide' nor 'plan', but a clear statement of WMCA's commitment to raising design quality on all development sites across the region and, in particular, on sites in which it has an interest e.g. as a landowner or investor.

2.3 Unprecedented levels of investment and development over the next decade will shape the future of this region. With this comes a real opportunity to pitch the West Midlands as '*best in class*' for place-making and design quality, showcasing genuine investment opportunities to new providers and developers, particularly on brownfield sites, corridors and town centres where a quality agenda has the potential to make a transformational impact.

2.4 The West Midlands needs to rise to this challenge: making quality places as the default will be essential as we look to compete on the global stage. Retaining and attracting a diverse, skilled workforce, competing for foreign real estate investment, guaranteeing economic growth for this region and making better the lives of our citizens all depend on our ability to measure up with those international pioneers who have historically embraced exceptional design.

2.5 Members have already committed to setting new quality benchmarks for the region, and this is an ambition shared not only by WMCA and the West Midlands authorities: the Ministry of Housing & Local Government (MHCLG) is already demanding a step-change in the standard of what we build through the revised National Planning Policy Framework, which places new emphasis on 'good design'; Homes England has

prioritised the adoption of the well-known '*Building for Life*' standards and the use of design quality assessments in their most recent strategic plan. Private sector partners whose commitment to the region is pivotal to our success are also identifying 'quality' as a criterion for investment.

- 2.6 There is clear, and essential, value to building better. Through the Housing Deal (March 2018), WMCA and local authorities have committed to planning and delivering 215,000 new homes by 2031; improving the quality of new development will be fundamental to meeting this ambitious target and leaving a positive legacy. Research by Savills identified the value of place-making in achieving higher sales rates and sales values, with additional early spend on place-making raising sales value by up to 20% and land values by up to 25%. Any investment in quality is therefore linked to the amount of investment available for recycling. This is important because the continuation of WMCA's housing and regeneration programme is dependent on the ability to re-invest enhanced values, narrow the viability gap on future schemes and support new infrastructure and economic growth.
- 2.7 The design agenda is echoed in existing and emerging national policy. The National Planning Policy Framework sets out standards to ensure that developments create a strong sense of place and function well. The Social Housing Green Paper highlighted the importance of good place-making to overall wellbeing and quality of life, and how poor design can exacerbate feelings of isolation and neglect. There is growing recognition of the contribution which excellent place-making plays in achieving inclusive growth. So the message from WMCA is intended to be clear: in securing future funding for this region, the quality of what is built will be as crucial as the pace at which it is built.
- 2.8 Importantly, we must also ensure that our residents are able to live in places that support their health and wellbeing, and allow them to access the amenities, skills and jobs they need to lead fulfilling lives. Good place-making can support active lifestyles, community engagement and encourage more sustainable travel choices. It considers the safety and security of residents in the way streets and homes are planned and how old and new development can contribute to community cohesion. It supports WMCA's commitment to making the West Midlands a '*happier, healthier, better connected and more prosperous*' region for all of our residents and reflect policies in development plan documents. Good place-making puts people first and for this reason we must see quality as a priority.
- 3.0 Preparing a Regional Design Charter**
- 3.1 In WMCA, we have already committed to improved design, new sustainability standards and better place-making in our wider policy documents. Specific reference to the importance of high quality design can be found in:

- The Strategic Economic Plan which details a new approach to planning and urban design that will improve the ‘environment and quality of life for everyone who lives and works in the West Midlands’.
- The report of the Land Commission which notes the importance of providing high quality homes to attracting and retaining skilled workers.
- The 2017/18 Corporate Plan which states WMCA’s commitment to raising the ‘*quality and standard of housebuilding in the West Midlands*’, and
- The emerging Local Industrial Strategy which states how we can deliver on this, specifically referencing a ‘*West Midlands wide design standard*’.

3.2 The tools available to secure improved design come in a variety of forms and can be used by both public and private sectors. Many local authorities have published design documents as part of their plan-making processes. Most reflect a hierarchy ranging from the very general (setting out overarching principles) to the very detailed (specifying space standards and architectural details). WMCA recognises the crucial role Local Authorities play in promoting good design through their plan-making and development management functions.

3.3 As an organisation with a clear investment and delivery role, it will be important to impress upon potential investors and developers the need to consider good design from the outset and provide a clear statement of our expectations. The proposed Charter would provide the region with a cohesive ask for better quality benchmarks and, with support from Local Authorities and WMCA partners, articulate just what ‘quality’ means in this region.

3.4 In Appendix 1, we review a range of typical design documents that have been used elsewhere and an understanding of these helps us define the space which any document produced by WMCA might fill. The terminology is not clearly defined and there is significant overlap between the various documents but the general principles (and the roles which different documents fulfil) appear to be:

- **Design Codes:** Prescriptive, precise and detailed guidance, often featuring mandatory elements. May consider detail down to architectural features.
- **Design Frameworks:** As above, but most often applied to areas undergoing change or where regeneration is required. Often features ‘codes’ for each phase of development.
- **Design Guides:** Provides advice on how to achieve exemplar development in line with planning requirements. Detailed but not mandatory, though may be certificated.
- **Design Charters:** A series of principles to promote exemplar design with less detail on the route to achieving this. Shorter than other documents and often used as a ‘pledge’.

- 3.5 The Housing & Land Delivery Board has committed to the preparation of a Regional Design Charter. This appears to be the most suitable form of document to sit alongside existing Local Authority guides, codes and other design documents whilst demonstrating the WMCA's commitment to quality. As such, the Regional Design Charter will not set local design policies, nor a new 'regional design policy'. Instead it will focus on those principles which are necessary to try and ensure delivery at pace, at scale and with a new quality which embraces Advanced Methods of Construction. At the same time, these key principles will be used to guide WMCA investment and interventions. If designed to focus on a limited number of key principles (rather than standards or codes), a Regional Design Charter provides the best opportunity to align Local Authority, WMCA and developer aspirations and to articulate a shared ambition to increase design quality.
- 3.6 A Regional Design Charter could also be produced quickly and could take its lead from exemplary documents which are already in the public realm, e.g. the Building for Life standards and the Manual for Streets. To ensure that the Charter fully meets the needs of the West Midlands, and supports the wider objectives of the WMCA's inclusive growth agenda, some further principles might be included e.g. those relating to energy and sustainability, density and Advanced Methods of Construction.
- 3.7 In reality, development schemes are already being put in place, investors are expressing clear interest in the region and Local Plan proposals are being developed as a result of intervention by collaborative action on the part of WMCA and local authorities. Time is therefore of the essence if we wish to ensure as much new development as possible aspires to new quality benchmarks.
- 3.8 It is likely that the Charter's influence would depend on both its quality and the level of endorsement from partners. WMCA might therefore wish to consider the appointment of a Design Champion with the necessary expertise and networks to guide the charter's development. Any Design Champion would need to have extensive experience in relevant fields such as planning, urban design, architecture, landscape design, etc. and demonstrate a commitment to exemplary place-making in the West Midlands. Additionally, the Design Champion would need to have knowledge of both the public and private sectors and be able to lead a '*hearts and minds*' approach, securing buy-in from key stakeholders across the region.

#### **4.0 Next Steps**

- 4.1 In terms of programme and actions needed:
- If the Board agrees that this is an appropriate course of action, and dependent on feedback, the Housing & Regeneration team will establish a Design Charter Working Group in February 2019.

- A working draft Charter will be brought to the Housing & Land Delivery Board in April 2019 and approval of the final Charter will be sought in June 2019.
- Following its publication, monitoring and review of the Charter's impact will take place in Q3 and Q4 of 2019.

4.2 Presuming that the Board is content to move forward with the Design Charter, consideration will need to be given to the extent to which the WMCA mandates its recommendations as criteria for funding. As part of this developing work, the conversation must be opened to our Local Authorities and the private sector to guarantee widespread support for the Charter's principles.

## **5.0 Financial Implications**

5.1 There are no direct financial implications as a result of the recommendation to develop a Regional Design Charter.

## **6.0 Legal Implications**

6.1 Section 113A(1)(a) of the Local Democracy, Economic Development and Construction Act 2009 gives the CA a power of competence appropriate for the purposes of carrying-out any of its functions. Part 4 of The West Midlands Combined Authority Order 2016 (2016 No 653) confers that the functions relating to any Economic development and regeneration in the constituent councils are exercisable by the CA. Part 3 of The West Midlands Combined Authority (Functions and Amendment) Order 2017 confers functions corresponding to the functions of the Homes and Communities Agency has in relation to the combined area. Paragraph 10 (2) (a) of the 2017 Order confers the function of improving the supply and quality of housing to the Combined Authority with 10 (2)(d) conferring the function of contributing to the achievement of sustainable development and good design.

6.2 The principles for the Design Charter will be incorporated into the relevant grant funding agreements and Legal will advise further when instructed to advise on any grant agreements where the principles apply.

## **7.0 Equalities Implications**

7.1 The Design Charter will need to take into account key accessibility design principles to ensure inclusivity is achieved for a wide range of groups.

## **8.0 Inclusive Growth Implications**

8.1 The Design Charter proposal is focused on improving quality of life for all residents of the West Midlands through better place-making and design. The value of the Charter will be determined by its backing and adoption on as much new development as possible, including those sites where the cost of delivering better development would normally be considered prohibitive. The Charter's reach and, subsequently the extent to which it promotes inclusivity, will therefore be critical to its success.

## **9.0 Geographical Area of Report's Implications**

9.1 The proposed Regional Design Charter would be used to guide WMCA investment decisions across the whole geography of the WMCA area, including the 3 LEPs and non-constituent Member authorities.

9.2 The Charter would be available to all Local Authorities within this area to use in addition to their existing and future design documents.

## **10.0 Other Implications**

10.0 There are no other implications.

## **11.0 Schedule of Background Papers**

11.1 There are no background papers

Document	Form	Publisher	Advantages	Disadvantages	Comments
Design Code	<ul style="list-style-type: none"> <li>Detailed guidance on development within a defined area</li> <li>Prescriptive and precise, distinguishing between mandatory and advisory elements</li> <li>Combines written and illustrated instructions</li> </ul>	<ul style="list-style-type: none"> <li>Local Authorities</li> <li>Individual scheme promoter/landowner</li> </ul>	<ul style="list-style-type: none"> <li>Sets clear design parameters for what can/cannot be done in evolving neighbourhood fabric</li> <li>Ensures developers who would otherwise disregard community engagement and quality, to care if they wish to build in an area</li> </ul>	<ul style="list-style-type: none"> <li>Require substantial design work up front and associated time to produce</li> <li>Can be so prescriptive as to limit innovation and creativity</li> <li>Sticking rigidly to masterplan could impact on commercial feasibility eg. Location of retail (see Brindleyplace as an example)</li> </ul>	<ul style="list-style-type: none"> <li>Design codes require oversight and detail beyond the remit of the Combined Authority.</li> <li>The mandatory nature of some elements would impinge on Local Authority planning powers.</li> </ul> <p><b>Examples</b></p> <p><b>WMCA</b></p> <ul style="list-style-type: none"> <li>Placemaking in North Solihull (2007), <a href="http://www.solihull.gov.uk/Portals/0/Planning/LDF/North_Solihull_Design_Code_-_Place_Making_in_North_S.pdf">http://www.solihull.gov.uk/Portals/0/Planning/LDF/North_Solihull_Design_Code_-_Place_Making_in_North_S.pdf</a></li> </ul> <p><b>Elsewhere</b></p> <ul style="list-style-type: none"> <li>Holbeck Urban Village (2006), <a href="https://www.leeds.gov.uk/docs/Holbeck%20Urban%20Village.pdf">https://www.leeds.gov.uk/docs/Holbeck%20Urban%20Village.pdf</a></li> </ul>
Design Framework	<ul style="list-style-type: none"> <li>Guidance for areas undergoing change,</li> <li>OR areas where growth/change needs to be promoted</li> <li>Applied on a development or area basis</li> <li>Combines written and illustrated instructions</li> </ul>	<ul style="list-style-type: none"> <li>Local Authority</li> <li>Scheme promoter/developer</li> <li>Partnerships</li> <li>Regeneration Agencies</li> </ul>	<ul style="list-style-type: none"> <li>Supports shared visions and building consensus where the framework covers multiple developments i.e. ensures developments complement each other</li> <li>Can manage change on specific opportunities and through development phases</li> </ul>	<ul style="list-style-type: none"> <li>Only applicable over a smaller area, such as a single development or regeneration area.</li> <li>Less suitable over a wider area or as general guidance</li> </ul>	<ul style="list-style-type: none"> <li>Design Frameworks are most suitable for a masterplan area and are not broad enough to supply appropriate recommendations for an entire region.</li> </ul> <p><b>Examples</b></p> <p><b>WMCA</b></p> <ul style="list-style-type: none"> <li>Bristol Street and St Luke's Development Framework (2013), <a href="https://www.birmingham.gov.uk/downloads/file/732/bristol_street_and_st_lukes_development_framework">https://www.birmingham.gov.uk/downloads/file/732/bristol_street_and_st_lukes_development_framework</a></li> </ul> <p><b>Elsewhere</b></p> <ul style="list-style-type: none"> <li>Central Winchester Regeneration SPD (2018), <a href="http://www.winchester.gov.uk/planning-policy/supplementary-planning-documents-spds/central-winchester-regeneration-spd">http://www.winchester.gov.uk/planning-policy/supplementary-planning-documents-spds/central-winchester-regeneration-spd</a></li> </ul>

Design Guide	<ul style="list-style-type: none"> <li>Detailed guidance on how to carry out development in adherence with local design policies.</li> <li>Combines written and illustrated instructions</li> </ul>	<ul style="list-style-type: none"> <li>Local Authority</li> <li>Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Ensures consistency in LA dealings with planning applications</li> <li>Communicates commitment to design</li> <li>Can be used to respond to local, frequent design-related enquiries</li> </ul>	<ul style="list-style-type: none"> <li>Requires significant correspondence with external stakeholders, such as the RIBA, design panels, the Chamber of Commerce, amenity and interest groups etc. to produce a comprehensive and successful guide</li> <li>Requires time to have an impact as users of the guide become familiar with its recommendations</li> </ul>	<ul style="list-style-type: none"> <li>The level of detail in a design guide comes down to local planning concern and appropriate recommendations would be difficult to determine over a wider area</li> <li>Recommendations put forward in a design guide would likely impinge on the autonomy of planning authorities.</li> </ul> <p><b>Examples</b></p> <p><b>WMCA</b></p> <ul style="list-style-type: none"> <li>Designing Walsall (2013), <a href="https://go.walsall.gov.uk/ldfsupplementaryplanningdocuments">https://go.walsall.gov.uk/ldfsupplementaryplanningdocuments</a></li> </ul> <p><b>Elsewhere</b></p> <ul style="list-style-type: none"> <li>Manchester Residential Quality Guidance (2017), <a href="https://secure.manchester.gov.uk/downloads/download/6508/the_manchester_residential_quality_guidance">https://secure.manchester.gov.uk/downloads/download/6508/the_manchester_residential_quality_guidance</a></li> </ul>
Design Charter	<ul style="list-style-type: none"> <li>List of written principles that state how quality could be achieved, signed up to by stakeholders to set 'rules of engagement'.</li> </ul>	<ul style="list-style-type: none"> <li>Local Authority</li> <li>Partnership</li> <li>Scheme promoter/developer</li> <li>Regeneration agencies</li> </ul>	<ul style="list-style-type: none"> <li>Can be used to guide policy, development practice, urban planning and design- potential to cover all development types under broad criteria</li> <li>Relatively quick to produce and implement due to simplicity and non-mandatory nature</li> <li>Demonstrates commitment to quality but remains non-prescriptive in how this should be achieved.</li> </ul>	<ul style="list-style-type: none"> <li>Less comprehensive than other documents</li> <li>Requires full sign-up from LAs, developers, landowners and communities to realise benefits</li> </ul>	<ul style="list-style-type: none"> <li>Design Charter could be produced at speed and demonstrate commitment to quality whilst ensuring local authorities retain control over planning process.</li> </ul> <p><b>Examples</b></p> <p><b>WMCA</b></p> <ul style="list-style-type: none"> <li>Black Country Garden City Principles (2017), <a href="https://www.blackcountrylep.co.uk/regional-growth/black-country-garden-city/">https://www.blackcountrylep.co.uk/regional-growth/black-country-garden-city/</a></li> </ul> <p><b>Elsewhere</b></p> <ul style="list-style-type: none"> <li>The Freiburg Charter (1992), <a href="https://www.academyofurbanism.org.uk/freiburg-charter/">https://www.academyofurbanism.org.uk/freiburg-charter/</a></li> </ul>

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## Overview & Scrutiny Committee

<b>Date</b>	25 February 2019
<b>Report title</b>	Update on consultation for the proposed Transfer of West Midlands Police & Crime Commissioner Functions
<b>Accountable Chief Executive</b>	Deborah Cadman Chief Executive of West Midlands Combined Authority Email: <a href="mailto:deborah.cadman@wmca.org.uk">deborah.cadman@wmca.org.uk</a> Tel: (0121) 214 7200
<b>Accountable Employee</b>	Henry Kippin Director of Public Service Reform Email: <a href="mailto:henry.kippin@wmca.org.uk">henry.kippin@wmca.org.uk</a> Tel: (0121) 214 7880

**Recommendation(s) for action or decision:**

**The Overview & Scrutiny Committee is recommended to:**

- (1) Note the report to the Overview and Scrutiny Committee and put any relevant questions to Officers present.

## **1. Purpose**

- 1.1 To provide an update on the consultation process for the proposed transfer of West Midlands Police & Crime Commissioner Functions.
- 1.2 To seek to address a number of issues raised by the Overview and Scrutiny Committee in its November 2018 meeting.

## **2. Background**

- 2.1 The legislative and policy background to this proposed governance transfer are outlined in some detail within the reports considered at the September and November WMCA Board meetings – with the overall mandate of proceeding with the process to transfer governance to enable the election of a Mayor with PCC responsibilities for the West Midlands in 2020 in line with the region's second Devolution Deal. Both of these reports and the associated appendices are available on the WMCA website.
- 2.2 At the September Board meeting, Board members and the PCC agreed to take the Governance Review and Scheme back for consideration within their authorities – and to send feedback to WMCA officers for consideration. The Governance Review outlined the current and proposed PCC model, with specific reference to areas where clarity on governance, accountabilities and operational detail were required. The Scheme provided for the underlying legislative basis for the transfer. The Board also requested that more work be carried out on an appropriate consultation design
- 2.3 At the November Board meeting, Members noted the feedback received to date on the Governance Review and Scheme, agreed to a two stage consultation process and timetable, agreed on a revised Governance Review and Scheme to be consulted upon and agreed to receive a further report in March 2019 detailing the outcome of the consultation.
- 2.4 A verbal update and presentation on the proposals and consultation exercise was provided to the Overview and Scrutiny Committee on the 26 November 2018, which was attended by the Executive Director for Public Service Reform and the Monitoring Officer together with the Mayor.

## **3. Public Consultation Process**

- 3.1 The Combined Authority is consulting across the seven West Midlands Council areas (constituent councils) on the proposals to transfer the powers and responsibilities of the West Midlands Police and Crime Commissioner to the Mayor of the West Midlands in May 2020.
- 3.2 The consultation across the seven WMCA constituent council areas is taking place in two-stages. The first stage took place between Friday 16 November 2018 and Friday 11 January 2019 and focused on the principle of the transfer of responsibilities. The survey could be accessed online via the Combined Authority's website and paper copies were available at exhibition events in each Constituent Council area and in public buildings such as libraries.

- 3.3 The second stage of the consultation focuses on the proposed detail of how elements of the strategic leadership and direction of policing could operate within the proposed new model, and who would be responsible for making decisions if the proposals were to go ahead. This stage commenced on Monday 14 January 2019 and will close on Monday 11 March 2019.
- 3.4 Following the close of the first stage of the consultation on Friday 11 January 2019, BECG have been provided with the responses to undertake analysis in the form of a consultation report. This will be presented once the analysis of the results of the second stage of consultation has taken place and all of the consultation outcomes shared with the Board which will consider the report on 22 March 2019.

### Stage 1 Consultation

- 3.5 The consultation has attracted great interest across the region with a total of 6,059 people completing stage 1 of the consultation. The Authority is not publicly releasing the results of stage 1 of the consultation until stage 2 has been completed and analysed, in line with the Board decision taken in November 2018 following advice from BECG that advised against releasing earlier as it may unduly influence the result of the second stage.
- 3.6 In addition to the 6,033 responses there were a number of stakeholder responses to stage 1 of the consultation, including the minutes of the November 2018 Overview and Scrutiny Committee meeting. All responses are being analysed by BECG.
- 3.7 In addition to the formal analysis BECG are undertaking we have sought to answer some of the queries raised by the Overview and Scrutiny Committee, where further information was requested or required, in the following section of this report.

### Responding to Overview and Scrutiny Committee: Budget Issues

- 3.8 At the November Committee meeting it was explained, following concerns raised over the ring-fencing of police funds, that there was no danger of police funds being used for anything other than their intended purpose of policing. Furthermore legislation already existed to ensure this and any future Statutory Order would confirm that this would remain the case.
- 3.9 The Committee asked for clarity over future borrowing arrangements for policing if the proposals were to go ahead. It was explained that the Authority had received written assurance from the Treasury giving a clear intention that the borrowing cap issue would be addressed, citing Greater Manchester as an example.
- 3.10 If the proposals were to go ahead it can also be confirmed that the Statutory Order would provide for the proceeds of the sale from any police assets to be ring fenced to policing.

### Responding to Overview and Scrutiny Committee: Consultation Process

- 3.11 The concerns of the Committee regarding the robustness of the consultation were responded to at the November meeting. It should be noted that the two stage process was a requirement agreed upon by the Board, having taken expert advice from BECG. Furthermore the timeframe was unanimously agreed by the WMCA Board in order to deliver the required two stage process to ensure the proposed transfer, if agreed, is undertaken to enable an election in May 2020 for a Mayor with PCC powers.

3.12 BECG who are accredited by the Consultation Institute have provided advice and guidance to the Combined Authority on the consultation process, they were commissioned to lead the development process for the content for both stages of the consultation. The Consultation process has been delivered within the Market Research Code of Conduct and in line with Local Government requirements by the Combined Authority. The CAs Human Intelligence Team are all members of the Market Research Society and as such abide by the Market Research Code of Conduct. The comprehensive MRS code covers research from the inception to design and from execution to use. MRS members must adhere to the MRS code of conduct to safeguard standards, promote confidence and champion's professionalism.

#### Responding to Overview and Scrutiny Committee: Police and Crime Panel

3.13 The Committee expressed the view that a Mayor with PCC Powers should be subject to effective accountability with a view expressed that scrutiny of such a role should be undertaken by this Overview and Scrutiny Committee.

3.14 The Police and Crime Panel, a statutory body, would continue in its role under a Mayor with PCC Powers. This had been confirmed by the Home Office and was the case in Greater Manchester where the Mayor already holds the powers and responsibilities of the Police and Crime Commissioner.

3.15 The Panel would retain its existing powers, the exception to this being confirmation hearings for senior staff. The Home Office have confirmed that the Panel's statutory function under the Police Reform and Social Responsibility Act 2011 to hold Confirmation Hearings for a Chief Executive and Chief Finance Officer would no longer apply, as these post would no longer be required solely for Policing and Crime. They would however continue to apply for Chief Constable and for a Deputy Mayor for Policing and Crime (if appointed). Discussions have also been had with colleagues at Greater Manchester Combined Authority who also confirmed this to be the case under their arrangements.

3.16 Stage 2 of the consultation exercise also asks questions regarding the potential membership of the Police and Crime Panel if the proposal was to go ahead. The consultation seeks views as to whether sitting WMCA Board Members and their substitutes should be excluded from membership of the Panel.

3.17 With the exception of these potential membership changes, minor terminology modifications for the Police and Crime Panel would be needed to reflect the change in terminology from PCC to Mayor. As such the Police and Crime Panel would continue to both scrutinise and support the role of Police and Crime Commissioner. The Police Reform and Social Responsibility Act 2011 sets out the key statutory tasks the Panel must undertake:

- Review the draft Police and Crime Plan
- Consider the PCC's annual report
- Scrutinising the decisions and actions of the PCC
- Consider the draft policing budget and policing precept
- Hold hearings when the PCC proposes to appoint a new Chief Constable or a Deputy PCC
- Handle non-criminal complaints against the PCC or the Deputy PCC

## Responding to Overview and Scrutiny: Issues raised by the Police and Crime Commissioner

- 3.18 At the November Committee meeting the Police and Crime Commissioner expressed concerns over the wording and nature of the questions outlined within the stage 1 consultation document. The development process for the content for stage 1, as it has been for stage 2 also, was led by BECG independently. BECG consulted with WMCA Officers, the Mayor's Office and the Office of the PCC (OPCC) in the development of the content.
- 3.19 The Police and Crime Commissioner also raised with the committee concerns that whilst he, in his role, was an elected representative, a Deputy Mayor for Policing and Crime would not be. The ability to delegate to a Deputy is the same for a Police and Crime Commissioner as it would be for a Mayor with PCC powers and is clearly laid out in the Police Reform and Social Responsibility Act 2011. These delegations would not change with any transfer of powers. As with the current PCC legislation the ultimate responsibility and accountability would lie with the Mayor acting as PCC if the proposals were to go ahead, as is currently the case for the PCC, and as such will be reflected at the ballot box.

## Responding to Overview and Scrutiny: Role of Overview and Scrutiny in future Governance Model

- 3.20 At the November Committee meeting Overview and Scrutiny recommended that if proposals were to go ahead that the Overview & Scrutiny Committee's role in the scrutiny of police and crime powers undertaken by the Mayor be clearly defined within the final model for approval.
- 3.21 The Committee is referred to section 3.13 to 3.17 of this report which confirms that the Police and Crime Panel would remain in its statutory position.

## Stage 2 Consultation Process

- 3.22 The second stage of the consultation focuses on the proposed detail of how elements of the strategic leadership and direction of policing could operate within the WMCA and who would be responsible for making decisions if the proposals were to go ahead. This stage commenced on Monday 14 January 2019 and will close on Monday 11 March 2019.
- 3.23 As with the development of stage 1 content, BECG have undertaken a process of seeking to engage the WMCA, OPCC and Mayor's Office in developing a content that they believe will meet the requirements of the decision taken by the Board. The stage 2 development led by BECG sought to engage with Officers, the Mayor's Office and the OPCC to discuss what should be included. Additionally the Chair and Vice Chairs of Overview and Scrutiny and the Police and Crime Panel were contacted and invited to provide feedback on draft content.
- 3.24 The final stage 2 content developed by BECG was signed off and agreed with by both WMCA and OPCC Officers. The Overview and Scrutiny Committee are asked to respond to stage 2 of the consultation as a key stakeholder before the close of the consultation on 11 March 2019.
- 3.25 Questions 1 to 5 of the stage 2 consultation (see stage 2 booklet or go to [www.wmca.org.uk/policeconsultation](http://www.wmca.org.uk/policeconsultation) ) were advised by BECG following the consultation with WMCA and the OPCC.

- 3.26 Question 6 was recommended for inclusion by the OPCC with the agreement of WMCA. In addition the consultation asks a final open question inviting responders to provide any further comments or observations they may have about the proposals to transfer the powers and responsibilities of the Police and Crime Commissioner to the Mayor of the West Midlands and the consultation exercise that has been undertaken.
- 3.27 As with stage 1 of the consultation WMCA will be undertaking further consultation events to provide an opportunity for people to come and ask questions about the consultation and what will happen next. These will be held on the WMCA's exhibition bus except for the event inside New Street Station. The events are:
- Saturday 2nd February - 9am - 3pm Wolverhampton City Centre,
  - Wednesday 6th February - 3pm - 7pm West Bromwich Bus Station,
  - Saturday 9th February - 9am - 3pm Dudley Market,
  - Monday 11th February - 12pm - 6pm Birmingham New Street Station,
  - Tuesday 12th February - 12pm - 6pm Walsall Park Street,
  - Thursday 28th February 2pm - 6pm Solihull Mel Square,
  - Saturday 2nd March 9am-3pm Coventry City Centre, Ironmonger Row

### Next Steps

3.28 On 22 March 2019 the WMCA Board will consider the BECG analysis and results of the consultation exercise in determining whether or not they wish to continue with the process to move towards an election in May 2020 for a Mayor with PCC Powers.

3.29 The table below illustrates the indicative timeline to May 2020:

Action	Who	Date
Consideration of Consultation Outcomes and Approval to submit	CA Board/PCC	22 March
Scheme to Home Secretary	CA	11 April 2019
Preparation of Order	Home Office	May - July 2019
Delegated Consents	CA and Constituent Councils	June – July 2019
Consent to Order	CA and Constituent Councils	End of August 2019
Lay in Parliament	Home Office	Oct/Nov 2019
Confirmation of Order	Home Office	December 2019
Election of Mayor with PCC Powers		May 2020

## **4. Financial Implications**

- 4.1 The Financial implications of progression of governance arrangements and the statutory order are being met through internal resources of the WMCA, with support from the Home Office and OPCC as appropriate.
- 4.2 Wider costs of transition are being developed with a view to resources for transition planning being earmarked with the WMCA's annual budgeting and Medium-Term Financial Planning processes.

## **5. Legal Implications**

- 5.1 The legal implications in terms of legislation are outlined in previous reports. Further legal implications are reported through the Governance Review and Scheme for consideration.

## **6. Equalities Implications**

- 6.1 There are no direct equalities implications arising out of this report.

## **7. Inclusive Growth Implications**

- 7.1 The WMCA Board has asked for the inclusive growth implications of each board paper to be outlined in this section. We are developing a set of materials that will allow officers and partners to do this robustly.

## **8. Geographical Area of Report's Implications**

- 8.1 These proposals only have effect within the Constituent Council areas, ie the WM metropolitan area.

## **9. Other Implications**

- 9.1 There are no other implications highlighted in regards to this report.

## **10. Schedule of Background Papers**

- Governance Review
- Governance Scheme
- Report to WMCA Board 14 September 2018
- Report to WMCA Board 9 November 2018

## **11. Appendices**

- 11.1 Stage 2 Consultation Booklet (**these will be handed out at the Overview and Scrutiny Committee meeting on the 25 February 2019, the content of the booklet can be viewed at [www.wmca.org.uk/policeconsultation](http://www.wmca.org.uk/policeconsultation) )**

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## Overview & Scrutiny Committee

<b>Date</b>	25 February 2019
<b>Report title</b>	Response to Overview & Scrutiny Committee Recommendations to WMCA Board on 11 January 2019
<b>Accountable Chief Executive</b>	Deborah Cadman, Chief Executive email: <a href="mailto:deborah.cadman@wmca.org.uk">deborah.cadman@wmca.org.uk</a> Tel: (0121) 214 7200
<b>Accountable Employee</b>	Tim Martin, Head of Governance email: <a href="mailto:tim.martin@wmca.org.uk">tim.martin@wmca.org.uk</a> Tel: (0121) 214 7435
<b>Report has been considered by</b>	

**Recommendation(s) for action or decision:**

**The Overview & Scrutiny Committee is recommended to:**

- (1) Note the responses provided to the recommendations this Committee made to the WMCA Board on 11<sup>th</sup> January 2019.

## 1. Purpose

- 1.1 This report provides a formal response to the recommendations made by the Overview & Scrutiny Committee following the Mayor's Q&A session held on 12 December 2018 where the Mayor was questioned on issues relating to the WMCA budget.

## 2. Background

- 2.1 On 12 December 2018 the Committee held a Mayor's Question and Answer session where members questioned the Mayor on issues relating to performance against the budget 2018/19, proposals for the 2019/20 budget, other strategic finance issues and the decision not to set a Mayoral precept for 2019/20. The Mayor was joined at the session by the Deputy Mayor, Interim Finance Director and the Head of Business Planning.
- 2.2 A report detailing the Overview & Scrutiny Committee's feedback from that session was presented to the CA Board on 11 January. The report included a number of recommendations that arose from the responses provided by the Mayor and Deputy Mayor. The WMCA's constitution requires the Mayor and/or the Authority to respond within two months of receiving a report from its Overview & Scrutiny Committee, indicating what action it proposes to take in respect of matters drawn to its attention.
- 2.3 The WMCA Chief Executive will be available at the Overview & Scrutiny Committee on 25<sup>th</sup> February to answer any further questions arising out of the answers provided within this report. In addition to the recommendations, the Committee raised a number of questions for the Mayor's consideration. Responses to each of these will be contained in a letter from the Mayor to the Chair of the Committee.

## 3. Responses to the Overview & Scrutiny Committee recommendations

- 3.1 Set out below is the response to each of the recommendations made by the Overview & Scrutiny Committee and reported to WMCA Board on 11 January 2019:

- 3.2 **Recommendation: The WMCA should seek to establish a robust budget consultation process for future annual budgets, which builds in and ensures adequate time for proper scrutiny. It should also consider the use of innovative ways to consult with residents and the younger generation of the West Midlands (e.g. live streaming consultation events) which could help raise the general awareness and profile of the West Midlands Combined Authority.**

**Response:** We continue to develop and improve the process and will be looking to strengthen it further during 2019 for the 2020/21. We are working on a collective proposal with finance directors across the region already and will be discussing this initial process plan and timescales with Metropolitan Council Leaders. While there is no legal requirement to consult on the WMCA budget (unless there is a change to policy proposed), we recognise the importance of consultation and scrutiny and this will be considered within the improved planning process for 2020/21.

- 3.3 **Recommendation: The current performance framework should align with the budget framework to enable the outputs and achievements to be seen, with Overview & Scrutiny Committee to be engaged in the development of future performance management frameworks, including pre-scrutiny consideration of the proposed report on performance management/delivery monitoring due to be considered by the WMCA Board on 8 February 2019.**

**Response:** The WMCA Annual Plan 2019/20 will provide a high level summary of strategic objectives and vision at an organisational and portfolio level. The document will be aligned with the budget setting and approval process. It will form a key part of the overall performance management framework, and include key performance measures, both in terms of WMCA activity, and the impact on outcomes that the activity is intended to inform and influence. There is a separate agenda item on the development of the Annual Plan at the Overview and Scrutiny Committee meeting on 25<sup>th</sup> February 2019.

- 3.4 **Recommendation: The Transport for West Midlands' performance data is currently reviewed by Transport Delivery Committee on a regular basis, however it is considered that the Overview & Scrutiny Committee's Budget Working Group should review transport performance data, on an exception basis, and question how it relates to budget spend.**

**Response:** It is suggested this matter be considered as part of the ongoing WMCA governance review, and the work being discussed with the Centre for Public Scrutiny (CfPS) and Local Government Association (LGA) focussing on the role and purpose of Overview and Scrutiny within a Combined Authority context (as agreed at the Overview and Scrutiny Committee meeting on 16th January 2019). This will help determine the scope and remit of the Committee's work programme and where to prioritise focus.

- 3.5 **Recommendation: WMCA to establish a policy document that defines its approach to the delivery of social housing and that also identifies the percentage of social housing and affordable housing it wishes to achieve within the West Midlands area.**

**Response:** Increasing the supply of affordable and social housing is critical to delivering the overall targets in the Housing Deal agreed by WMCA and the Government in March 2018. The Housing and Land Delivery Board agreed at its meeting in October 2018 that the WMCA should develop a proposition to Government for a significant increase in the supply of social and affordable housing. Work on this is ongoing and updates will be provided to Housing and Land Delivery Board and Overview and Scrutiny Committee in due course.

- 3.6 **Recommendation: In addition to social value and procurement, when making investments the WMCA should also look at a number of other measures including equality and diversity, inclusive growth and environmental improvement to achieve a carbon neutral environment. These key issues should therefore be included in any project appraisal process.**

**Response:** The WMCA has set up an Inclusive Growth Unit which is working on a number of work streams designed to develop and apply inclusive growth criteria across the spectrum of the WMCA's investments and delivery programmes. This includes working closely with the Housing and Regeneration Team to embed Inclusive Growth principles within development proposals, working with TfWM to support inclusivity and wellbeing within transport policy, and the development of criteria and decision making tools to support our Investment Board.

The WMCA has also set up an Environment Board supported by an Environment Advisory and Delivery Group which is overseeing a work plan to improve the environmental performance of the WMCA and region. The plan is based on recommendations from partners and identified good practice from the latest national Combined Authority sustainability benchmarks. As a result we have identified key improvements to strengthen

environmental outcomes in our project system. This is being implemented and progress reported to the Environment Board. This will include targets around carbon reduction, which will be reviewed in light of the expected recommendations from the UK Climate Change Committee in the next few months, and the clean and inclusive growth ambitions set out in the region's Local Industrial Strategy.

- 3.7 **Recommendation: The review of the Ring and Ride service, including the integration of other forms of local transport schemes (including community/hospital transport) be prioritised for consideration during 2019/2020, rather than a 'medium-term' aim. The Board should note that the Overview & Scrutiny Committee would be happy to support the portfolio holder and Transport Delivery Committee in trying to achieve this.**

**Response:** Given the need to work with a wide variety of stakeholders (including councils) and the wider aspects of community and hospital transport, it is anticipated the review will need to be collaborative and carefully planned and managed. We will keep the Overview and Scrutiny Committee informed of progress and note the offer from the Committee to support the portfolio lead member and the Transport Delivery Committee.

- 3.8 **Recommendation: WMCA to give priority to developing an Arts & Culture Strategy and Physical Activity Strategy, to establish unique selling points for the region, which set it apart from its peers, reflects its diverse nature, achieves physical/mental health benefits and builds on the success of achieving the Commonwealth Games and City of Culture to the area.**

**Response:** In terms of an Arts & Culture Strategy, the WMCA Board approved the establishment of a Cultural Leadership Board on 11th January 2019, alongside a review of the Culture Creative Industries and Tourism Advisory Group, and implementation of those recommendations is underway.

As regards a Physical Activity Strategy, there are various projects and initiatives contributing to an overall approach. We are currently developing the approach for a regional Childhood Obesity Plan. The WMCA Wellbeing Board have agreed this as a priority and we are currently developing the strategic intent and collaborative framework for delivery. West Midlands on the Move focuses on building active lifestyles into everyday lives, creating the social movement which contributes to improving people's physical and mental health. The WMCA is working with local authorities and other stakeholders such as Sport England and are investing in those social movements which tap into people's motivations to be active – e.g. the Solihull and Coventry Good Gym runners.

This work will be supported by region wide work to strengthen the collaborative leadership for physical activity to ensure that we can capitalize on the opportunities the City of Culture and Birmingham Commonwealth Games brings to long term lasting change to create a more active, healthier and most prosperous West Midlands.

#### 4. Financial Implications

There are no direct financial implications arising from this report

#### 5. Legal Implications

Arrangements for Combined Authority Overview and Scrutiny are dealt with in the Combined Authorities (Overview and Scrutiny Committees, Access to Information and

Audit Committees) Order 2017 and in the WMCA Constitution. As set out elsewhere in this report, the provisions require the Mayor and/or the Authority (as appropriate) to respond to a specific report or recommendations. This report fulfils those requirements. There are no other specific legal implications arising from this report

## **6. Equalities Implications**

There is no equality impact in relation to this report.

## **7. Inclusive Growth Implications**

- 7.1 In determining the inclusive growth implications of WMCA decisions and other reports, the Inclusive Growth Unit will use a Framework to apply a number of 'tests'. These are currently being developed for consideration and approval by the PSR Board in April 2019.

## **8. Other Implications**

- 8.1 There are no further specific implications arising out of the recommendations contained within the report.

## **9. Schedule of Background Papers**

- 10.1 WMCA Board report: Report of Councillor Peter Hughes – Feedback from Overview and Scrutiny Committee Mayor's Question Time: Budget – 11 January 2019

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## Overview & Scrutiny Committee

<b>Date</b>	25 February 2019
<b>Report title</b>	Development of the WMCA Annual Plan 2019/20
<b>Accountable Chief Executive</b>	Deborah Cadman, Chief Executive Email: <a href="mailto:deborah.cadman@wmca.org.uk">deborah.cadman@wmca.org.uk</a> Tel: (0121) 214 7200
<b>Accountable Employee</b>	Julia Goldsworthy, Director of Strategy Email: <a href="mailto:Julia.goldsworthy@wmca.org.uk">Julia.goldsworthy@wmca.org.uk</a> Tel: (0121) 214 7941
<b>Report has been considered by</b>	

**Recommendation(s) for action or decision:**

**The Overview & Scrutiny Committee is recommended to:**

- (1) Discuss the key principles and proposed features of the emerging WMCA Annual Plan 2019/20 to inform the further development of the document ahead of WMCA Board approval in June 2019.

## **1. Purpose**

- 1.1 This report provides an update to the Overview & Scrutiny Committee on the development of the WMCA Annual Plan for 2019/20 and seeks feedback and endorsement of the principles and features being used to develop the Plan.

## **2. Background and context**

- 2.1 The WMCA is committed to the principle of pre-decision scrutiny as part of the overall collaboration and involvement that sits at the heart of how it operates. This report is presented as an opportunity for the Committee to provide timely critical friend challenge on an emerging and evolving plan. It is intended to help inform the further development of the document ahead of planned engagement and CA Board approval, and complement the engagement and challenge inherent in the WMCA policy development process.
- 2.2 The overall shared vision of the WMCA is to drive inclusive economic growth and enable a healthier, happier, better connected and more prosperous population. To deliver this vision it focusses on seven strategic priorities relating to economic growth, housing, skills, environment, well-being, public service reform and transport.
- 2.3 As part of its business planning and performance management, the WMCA produces an Annual Plan. The purpose of the Plan is to:
- Set out the priorities of the WMCA so that partners and stakeholders are clear on the key areas of focus and priorities for the year ahead
  - Provide a strategic context for the WMCA as an organisation so that service plans and operational activity directly contributes to the overall vision and priorities
  - Enable the WMCA to articulate what is being delivered and planned, and be able to oversee and review progress against priorities

## **3. Development of the Annual Plan 2019/20**

- 3.1 The development of the Annual Plan for 2019/20 builds on the approach taken to develop the 2018/19 Plan. It takes account of the feedback from Programme Board and the Overview and Scrutiny Committee during that process. The experience and learning has shaped the key principles guiding our 2019/20 Plan:
- A succinct, forward looking document with a separate document summarising delivery and performance against the Annual Plan 2018/19
  - A high level summary of planned activity for 2019/20 with key performance measures that demonstrate delivery and impact
  - A separate Plan for TfWM, with a summary of key work streams and delivery for 2019/20 included in the main WMCA Plan
- 3.3 In terms of the structure of the Plan, the following content is proposed:
- Foreword
  - Introduction section – including a summary of what the WMCA is and how it works
  - Summary of the West Midlands economic context – including strengths, challenges and opportunities

- Vision and Strategic Priorities/Portfolios – summary of the inclusive growth aspirations and the strategic enablers that help deliver all priorities
- A section on each of the seven Strategic Priorities/Portfolios which will include:
  - narrative on the longer term aspirations and context
  - the key programmes, projects and activity being planned and delivered in 2019/20
  - key performance measures being used to demonstrated delivery and impact
  - summary of the WMCA resources (finance and staffing) allocated to the priority/portfolio
  - links to other relevant WMCA strategies and plans
- A section summarising the 2019/20 Budget and resources

3.4 An indicative example of a Strategic Priorities/Portfolios section is attached at [Appendix 1](#). Please note this is provided for illustrative purposes only and the content is subject to further change and refinement.

3.5 The draft Plan will be further developed over the next month, with the involvement and engagement of council chief executives, leaders, portfolio boards and the WMCA Programme Board. The Plan will be presented to WMCA Board for approval at its AGM in June 2019. The intention is for it to be presented alongside a document summarising delivery and performance against the Annual Plan 2018/19, and the annual 'State of the Region' analysis and report.

#### **4. Financial Implications**

4.1 The Annual Plan deliverables were developed as part of the Authority's 2019/20 Annual Planning and Budget setting process. The 2019/20 Budget was approved at the Combined Authority Board 8 Feb 2019 and contained a summary of the planned delivery that the budget underpins and which the published Annual Plan is now being developed to reflect.

#### **5. Legal Implications**

5.1 There are no legal implications as a direct consequence of this report

#### **6. Equalities Implications**

6.1 The Annual Plan will be equality impact assessed to ensure key equality considerations are taken into account.

#### **7. Inclusive Growth Implications**

7.1 In determining the inclusive growth implications of WMCA decisions and reports the Inclusive Growth Unit will use a Framework to apply a number of 'tests'. These are currently being developed for consideration and approval by the PSR Board in April 2019.

#### **8. Other Implications**

8.1 There are no further specific implications arising out of the recommendations contained within the report.

**9. Schedule of Background Papers**

## **Housing and Land**

We are developing the UK's most successful, most innovative and delivery focused housing and regeneration programme, combining the very best of the public and private sectors. Delivery runs through everything we do. We are at the forefront of implementing WMCA's inclusive growth mission, and demonstrating the links and joins between housing, skills, transport, health and economic growth.

The role of WMCA is centred on 4 key delivery-focused areas:

- Setting a strategic investment and delivery strategy to unlock housing and employment delivery on brownfield sites
- Attracting new and deploying existing public and private investment and expertise to support delivery
- Building new and strengthening existing partnerships and relationships with investors, Government and other public sector organisations
- Direct intervention and deal-making

### **Overall aim and ambition**

To enable the delivery of 215,000 new homes by 2031, significantly increasing the proportion of affordable housing and driving new quality and design benchmarks

### **Priorities and key work streams for 2019/20**

To make progress towards the overall aim and ambition the following projects and activity will be delivered during 2019/20:

#### ***Setting a strategic investment and delivery strategy for housing and land***

- Develop a regional spatial investment and delivery plan (SIDP)
- Launch the single commissioning framework, consistent process and funding portal for all devolved housing and land funds
- Deploy devolved housing and land funds and WMCA resource to secure a step change in the quality, quantum and pace of housing and employment delivery
- Through leadership of the One Public Estate Programme, progress development of a single public land disposals strategy and pipeline
- Support the delivery of nationally significant projects and programmes, e.g. UKC

#### ***Delivering a pipeline of land for development and investment, unlocking and accelerating delivery on challenging brownfield sites***

- Unlock stalled and complex housing and commercial sites through a range of intervention measures
- Develop a regional commercial/employment site pipeline
- Develop genuine, attractive investment proposals which can be put to the market
- Create a comprehensive pipeline of brownfield housing and employment opportunities on key transport corridors and in town centres

- Contribute to the ambition for 80% of new housing supply on brownfield land

***Increasing the supply of the right homes in the right places for region***

- Continue to work with councils and partners to increase the supply of new homes, making clear progress towards the target of 16,500 new homes per annum (from 12,000 in 2017 and 7,500 in 2011)
- Continue to work with councils and partners to increase the supply of affordable and social housing in the region, making clear progress towards the ambition of tripling the supply from 2,000 homes (2017) to 6,000 by 2026
- Submit an ambitious regional affordable and social housing deal to Government
- Secure bespoke new supply agreements with housing associations, large and small, existing and new to the region

***Transforming the quality of development***

- Secure a nationally leading advanced methods of construction programme including a new Advanced Methods of Construction (AMC) strategy and route map
- Support the take up of AMC in new development proposals but particularly on all sites where WMCA has an interest e.g. through landownership or funding
- Improve standards of design through the development and implementation of a new regional design charter

***Brokering new funding and investment for development, infrastructure and land***

- Establish new loan funds, where required, for housing and commercial development
- Submit a revised bid to the national Housing Infrastructure Fund
- Secure new partnerships with developers and investors, supported by the new regional commercial property forum
- Launch the West Midlands Investment Prospectus at MIPIM Cannes

***Accelerating place-making and regeneration in town centres and beyond***

- Jointly develop with local councils and implement delivery and investment plans for 5 pilot town centres
- Launch a second wave of town centre projects
- Support bids from the region to the Government’s Town Centre Fund
- Create corridor investment plans with Walsall to Wolverhampton and Sandwell to Dudley as the first stage of wider growth corridors programme

**Performance monitoring – demonstrating WMCA delivery in 2019/20:**

<b>Performance Measure/Indicator</b>	<b>2019/20 target</b>
Development of a regional spatial investment and delivery plan (SIDP)	Q1 2019
5 x Town centre delivery and investment packages	Q1 2019
Launch of a regional design charter	Q2 2019
Launch a single commissioning framework for housing and land investments	Q2 2019
Ensure local plans across the region are reviewed and/or updated (as necessary) to enable the delivery of 215,000 homes by 2031	Q4 2019

## Performance monitoring – measuring the impact of activity and influence:

Measure/Indicator	2019/20 target/change
Progress towards the target of 16,500 new homes built per annum by 2031	
An increase in the annual starts/completions of affordable homes	
An increase in new housing provided on brownfield land	
Increasing the number of new homes built with modular techniques, targeting over 50% by 2030	

## WMCA resources in 2019/20:

<b>WMCA Budget</b>	<b>Funded by:</b>
£2,348,592	£147,271 from Constituent / Non-Constituent Membership Fees £2,201,321 from Devolution Grants
<b>WMCA Staffing</b>	<b>Structure:</b>
15.0 FTE	Director of Housing & Regeneration Head of Land & Delivery Head of Policy - Housing & Regeneration Senior Development Manager x 3 Strategic Delivery Adviser x 3 Programme Manager Graduate Trainees x 5

## Links to policy, plans and strategies:

- Land Commission Report: February 2017
- Land Delivery Action Plan: September 2017
- Housing Deal: March 2018

## Leadership, Accountability and Decision-Making:

- Portfolio Lead Member: Cllr Mike Bird
- Portfolio Sponsor Chief Executive: Jan Britton
- Lead WMCA Director: Gareth Bradford, Director of Housing & Regeneration
- Relevant WMCA Board(s): Housing and Land Delivery Board, WMCA Board, Investment Board

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## Overview & Scrutiny Committee

<b>Date</b>	25 February 2019
<b>Report title</b>	Conclusions of the Bilston Road Task & Finish Group
<b>Accountable Leads</b>	Councillor Stephen Simkins Councillor Angus Lees Councillor Ian Shires
<b>Accountable Employee</b>	Lyndsey Roberts, Scrutiny Officer email: <a href="mailto:lyndsey.roberts@wmca.org.uk">lyndsey.roberts@wmca.org.uk</a> tel: (0121) 214 7501

**Recommendation(s) for decision:**

**Overview & Scrutiny Committee is recommended to:**

- (1) Consider recommendations 1 - 11 as set out in paragraph 12 of the report and determine whether these should be reported to the Managing Director of Transport for West Midlands and recommended for consideration by the Midland Metro Alliance in respect of future programmed Metro works.

## **Purpose**

1. To report the conclusions of the Bilston Road Task & Finish Group.

## **Background**

2. At its meeting on 4 September 2018, Overview & Scrutiny Committee considered the report 'Midland Metro Construction - Proposed Business Support Package'. This report had proposed a package of support schemes for business directly affected by West Midlands Metro construction works undertaken by the WMCA and had been approved by the WMCA Board at its meeting on 20 July 2018. In agreeing the report, the WMCA Board had asked Overview & Scrutiny Committee to give consideration to a number of specific issues that had arisen.
3. Overview & Scrutiny Committee established a task & finish group, comprising Councillor Angus Lees, Councillor Ian Shires and Councillor Stephen Simkins, to report back to a future meeting on the impact that the Bilston Road metro track replacement works had had on nearby businesses and to evaluate the support these businesses had received to mitigate the impact of the works.
4. On 18 October 2018, an initial meeting of the task & finish group was held to establish the scope of its review and to identify how it would wish to undertake its investigations. The group wanted to understand whether a robust and fair consultation process had been undertaken by the Midland Metro Alliance, understand the levels of engagement with businesses along Bilston Road and to review the consultation process that was undertaken. To help with this, it proposed to hold two evidence gathering meetings, with local businesses and then with the Midland Metro Alliance & Transport for West Midlands.

## **Meeting 1 - Local Businesses**

5. A meeting was held on 29 January at the City of Wolverhampton Council with nine local businesses located along and adjoining Bilston Road. Businesses were asked to submit any information that they considered evidenced the pre-works information they received, the consultation process they engaged with, and the support and assistance they received in mitigation during the track replacement works themselves.
6. The Chair provided each local business with an opportunity to provide their perspective of how the track replacement works had impacted them and their business. During the meeting, information was shared with regard to communication, signage, the provision of car parking, stakeholder engagement, and direct experiences with the contractors located on site and employees of the Midland Metro Alliance (including designated stakeholder liaison officers).

## **Meeting 2 - Midland Metro Alliance and Transport for West Midlands**

7. A further meeting was held on 31 January, with the Director of the Midland Metro Alliance, the Project Director for the Bilston Road project and the Metro Finance & Commercial Director representing Transport for West Midlands. The group received a comprehensive document pack from the Midland Metro Alliance that included background information, planning approvals and engagement, construction and re-opening details and responses to the issues raised by local businesses during the course of the works.

## **Further Considerations**

8. The Midland Metro Alliance was formed in July 2016, and at the end of 2016 TfWM had instructed it to provide an outline design and cost to undertake the West Midlands Metro track replacement works on Bilston Road, Wolverhampton, with a requirement that the works be completed by March 2018. The proposals were approved by the WMCA Board in February 2017 and works commenced in June 2017. The tramway reopened in December 2017, ahead of schedule.
9. The Midland Metro Alliance produced an Engagement Plan for the project that included information on consultation, messaging and stakeholder engagement. Residents and local businesses were notified of the scheme six weeks prior to the works commencing.
10. The City of Wolverhampton Council approved the application to undertake works on the highway through a delegated decision making process rather than its committee structure and this may have resulted in the project not receiving wider awareness, either amongst the general public or local councillors. The application process itself did not require any evidence that residents, businesses or other stakeholders had been adequately consulted by the applicants.
11. During the course of the Task & Finish Group's deliberations, there was significant media interest in the potential for local businesses to be offered financial compensation to mitigate for the inconvenience they experienced during the course of the works. The group were informed that under the Midland Metro Act 1989, there was no statutory compensation available for loss of income due to maintenance works. In some instances, councils could consider giving temporary reduction in rateable value to a business affected by works, and traders were notified of this and signposted as to where they could pursue this should they wish to.

## **Task & Finish Group Recommendations**

12. After considering the evidence and comments made by the traders along Bilston Road and representatives from the Midland Metro Alliance and Transport for West Midlands, members of the Task & Finish Group have reached a number of recommendations:

- **Observation**

Positive steps were taken by the Midland Metro Alliance to plan for and engage with local businesses over the works. The limited time available to Midland Metro Alliance appears to have impacted on the effectiveness of these engagement plans leading to some local businesses feeling disengaged with the project and its wider benefits for the community.

### **Recommendation 1**

Midland Metro Alliance & Transport for West Midlands should ensure that stakeholder engagement plans are developed at the earliest practicable stage of a project and that they are monitored and updated throughout the project lifecycle to ensure that effective two way communication is established and maintained.

- **Observation**

The duration and impact of the works may have been prolonged by keeping Bilston Road open through the track replacement works, as opposed to conducting a full road closure.

**Recommendation 2**

Transport for West Midlands, Midland Metro Alliance and local highway authorities should work together to assess the benefits and impacts of more intensive, shorter periods of disruption arising from complete road closures for future Metro construction and maintenance works.

- **Observation**

Midland Metro Alliance took immediate action to address and remedy situations where the behaviour of some site staff fell below the standards expected by Transport for West Midlands and Midland Metro Alliance. The behaviours did however cause inconvenience to some businesses and impacted on their willingness to accept the inconvenience caused by the track replacement works.

**Recommendation 3**

Midland Metro Alliance should ensure that site staff are trained in the standards of behaviour expected when dealing with the public, and stakeholders and Midland Metro Alliance should ensure that staff behaviour is monitored on a regular basis.

- **Observation**

Whilst the personal efforts of the Project Director and Project Manager to visit with and manage issues raised by local businesses were recognised, it was considered there may be a better approach to splitting responsibilities within the project organisation.

**Recommendation 4**

Midland Metro Alliance should establish a dedicated stakeholder team, focussed on ensuring engagement is established and maintained throughout the lifecycle of future Metro projects.

- **Observation**

Road traffic marshals need to have sufficient local knowledge to assist road users to navigate diversions, and for customers/suppliers to be able to access businesses affected by significant temporary traffic management arrangements for Metro construction and maintenance.

**Recommendation 5**

Midland Metro Alliance should ensure traffic marshals are trained to assist road users and are provided with up-to-date information to pass to customers and suppliers seeking to access businesses affected by major Metro traffic management installations.

- **Observation**  
Comprehensive impact assessments will assist in the effective planning and implementation of major Metro temporary traffic management installations and in the avoidance of unnecessary disruption to traffic and business activity.

**Recommendation 6**

Midland Metro Alliance should work with local highway authorities to ensure the impacts of future Metro temporary traffic management installations are assessed, and that appropriate mitigations are agreed as part of the highway approvals process.

- **Observation**  
The Task & Finish Group welcomed evidence that all parties had worked hard to address the needs of local stakeholders and to share information about the scheme (eg. through letters, leaflet drops to 3,500 properties and news releases).

**Recommendation 7**

Midland Metro Alliance should ensure that the positive actions taken on Bilston Road are captured and incorporated into stakeholder engagement plans for future Metro works.

- **Observation**  
A number of businesses indicated that they had not received advanced information about the Bilston Road Metro works.

**Recommendation 8**

Midland Metro Alliance should ensure that systems are implemented to maintain a comprehensive audit trail of contacts with, and the supply of information to, businesses.

- **Observation**  
Information about the availability or otherwise of financial support (including rate relief) to businesses needs to be clear and unambiguous to avoid unrealistic expectations within businesses.

**Recommendation 9**

Transport for West Midlands should ensure the arrangements for assessing eligibility and claiming financial assistance/business support through the scheme referenced at paragraph 2 are clearly communicated and that businesses are made aware of the timescales for receipt of support and/or rate relief.

- **Observation**  
Businesses suggested that an additional Metro stop on Bilston Road would be beneficial and could have a regenerative impact on the local community.

**Recommendation 10**

Transport for West Midlands should be asked to consider the technical feasibility and business case for the provision of an additional Metro stop on Bilston Road.

### **Recommendation 11**

The cost of providing business support and financial assistance under the scheme described at paragraph 2 should be built into future Metro project costs.

#### **Financial Implications**

13. There are no direct financial implications arising out of the recommendations contained within this report.

#### **Legal Implications**

14. There are no direct legal implications arising out of the recommendations contained within this report.

#### **Equalities Implications**

15. There are no direct equalities implications arising out of the recommendations contained within this report.

#### **Inclusive Growth Implications**

16. There are no inclusive growth implications arising out of the recommendations contained within this report.

#### **Geographical Area of Report's Implications**

17. The Bilston Road track replacement works took place within the City of Wolverhampton Council's geographic area.

#### **Other Implications**

18. There are no further specific implications arising out of the recommendations contained within the report.



## Overview & Scrutiny Committee

<b>Date</b>	25 February 2019
<b>Report title</b>	Overview and Scrutiny Working Groups - Progress Update
<b>Accountable Leads</b>	Budget - Councillor Peter Hughes Governance - Councillor John Cotton Health & Wellbeing - Councillor Cathy Bayton Housing & Land - Councillor Ian Shires Inclusive Growth and Productivity & Skills - Councillor Lisa Trickett
<b>Accountable Employee</b>	Lyndsey Roberts, Scrutiny Officer email: <a href="mailto:lyndsey.roberts@wmca.org.uk">lyndsey.roberts@wmca.org.uk</a> tel: (0121) 214 7501

**Recommendation(s) for decision:**

**Overview & Scrutiny Committee is recommended to:**

- (1) Note the progress being made in respect of the working groups.

## **Purpose**

1. To appraise Overview & Scrutiny Committee of the developments and progress in relation to the work of the five working groups.

## **Background**

2. At its meeting held on 16 July, Overview & Scrutiny Committee approved the continuation of five working groups for 2018/19, the terms of reference and membership for each of the groups. The report provides an update on the work of each group since the last meeting of the committee.

## **Budget Working Group**

3. On 12 December 2018, members of the Overview & Scrutiny Committee held a Mayoral Q&A session on the proposed budget 2019/20. Members acknowledged that the West Midlands Combined Authority had commenced its budget discussions with constituent authorities much earlier this year to allow sufficient time for open discussion and the development of proposals. However, a change to the scheduled timetable of meetings with the Metropolitan Leaders had meant that the proposed draft budget 2019/20 had yet to be finalised and as a consequence could not be shared with Overview & Scrutiny Committee prior to the Mayoral Q&A session.
4. On 8 January, the Interim Director of Finance attended a meeting of the Budget Working Group to provide the detail of the draft budget proposals. The Portfolio Lead for Finance & Investments had been invited to attend the meeting but was unfortunately unable to due to diary availability.
5. The Chair agreed to raise a number of points at WMCA Board on 11 January, and these were in relation to the following areas:
  - Health & Wellbeing Budget
  - Budget Consultation Timing
  - Commonwealth Games - Athletes Village/CA Stipulations
  - Medium Term Efficiency Programme - Pre-Decision Scrutiny
  - Proposed Efficiency Savings - Mayoral Office
  - Commonwealth Games - Lobbying Government to finalise the financial budget
6. On 4 February, the Budget Working Group met to discuss a report on the WMCA Gender Pay Gap, the 16 - 18 Concession Scheme and to undertake a final review of the WMCA Budget 2019/20, which was subsequently approved at the WMCA Board on 11 February.
7. During discussion, the working group recognised that a lot of good and positive things are happening within the combined authority and this will become increasingly evident in the coming years. However, in the short term the working group questioned whether the WMCA was doing enough to publicise the difference it is making to residents' lives. The WMCA needs to demonstrate to the public and other stakeholders how it is adding value, and so proper consideration needs to be given as to how it does this in an effective but cost efficient way.

8. As part of the scope of the Budget Working Group members had asked to review a “major project”, for example Wednesbury to Brierley Hill Metro Extension. A meeting of the Budget Working Group will be held on 6 March to review the final business case for the scheme. The Director of West Midlands Metro, the Managing Director of TfWM and the Metro Finance & Commercial Director have been invited to attend.
9. It is intended that the Chair will attend Investment Board on 11 March to share any comments/views of the Budget Scrutiny Working Group to help the Investment Board inform their decision of the full business case.
10. Councillor Peter Hughes will provide a verbal update at the meeting (as appropriate) on any more recent developments.

### **Governance Working Group**

11. Since the last update to Overview & Scrutiny Committee, the Governance Working Group met on 13 December 2018 and 23 January.
12. On 13 December, Ed Hammond, a Director of Centre for Public Scrutiny that leads on programmes, projects and policy developments relating to promoting and improving scrutiny and governance in local government, participated in the Governance Working Group and outlined the key learning from the Centre for Public Scrutiny in the work that they have done with combined authority scrutiny across the country. Key points included:
  - Frustration from scrutiny members not feeling productive, in that they are given opportunity to comment but not “plugged in”.
  - Logistics - all combined authorities have problems with quoracy.
13. The working group also received a presentation from Tim Martin, Head of Governance that included information on the establishment of the WMCA, its vision and priorities, mayoral powers, portfolio responsibility areas, how we take decisions collaboratively, the range of committee’s and boards and the WMCA Budget.
14. At its meeting held on 23 January, the Working Group reviewed information on what the statutory requirements of the governance model are and received a summary of delegated powers.
15. A member from the working group will provide a verbal update at the meeting (as appropriate) on any more recent developments.

### **Health & Wellbeing Working Group**

16. On 22 January, the Health & Wellbeing Working Group held a meeting with Sean Russell, the Director of Implementation for Mental Health, Wellbeing and Radical Prevention. Sean Russell had been invited to attend the working group to discuss and answer questions on the Thrive into Work Programme.
17. At the initial setting up of the Health & Wellbeing Working Group, members decided that, as part of its work it would maintain an overview of obesity in the West Midlands, which was also agreed by Councillor Izzi Seccombe, Portfolio Lead for Wellbeing.

18. The Wellbeing Board has signed off an approach to childhood obesity (including a junk food ban on parts of the TfWM network) which will be considered by WMCA Board in March 2019 as part of a regional action plan worked up in partnership with Public Health England. The Health & Wellbeing Working Group will meet on 5 March and has invited Sean Russell to discuss and answer questions in respect of this report.
19. Councillor Cathy Bayton will provide a verbal update at the meeting (as appropriate) on any more recent developments.

### **Housing & Land Working Group**

20. On 25 February, Overview & Scrutiny Committee will receive a report on the Housing Affordability: Update & Proposal to H M Government and a report on the Regional Design Charter: Options and Next Steps.
21. Councillor Ian Shires continues to have regular briefings with Gareth Bradford, Director for Housing and Regeneration with regard to the housing and land agenda.
22. Councillor Ian Shires will provide a verbal update at the meeting (as appropriate) on any more recent developments.

### **Inclusive Growth and Productivity & Skills Working Group**

23. Councillor Lisa Trickett met with Julie Nugent, Director of Productivity & Skills, to discuss the Adult Education Budget.
24. It is proposed that a review should be undertaken by members of the Overview & Scrutiny Committee to understand the current picture in relation to Adult Education funds; new focus shaped through local influence and devolution; and to review ways in which the West Midlands Combined Authority and local authorities can better drive skills in the region. The objectives of this review are:
  - To understand the current picture for Adult Education Budget - reflecting historic and national funding priorities.
  - To understand the opportunity for devolution to better shape provision locally.
  - To ascertain individual member views on future opportunities to improve local skills provision.
25. It is intended that a meeting will be held with Overview & Scrutiny Committee members from each of the seven constituent local authorities, who would also be joined by their Cabinet Member for Education & Skills, to undertake a deep dive with the Director of Productivity & Skills into the Adult Education Budget work for each local authority area.
26. This review will be undertaken during March and April 2019. Devolution of the Adult Education Budget will be implemented from August 2019 and the impact of this will be evaluated by the WMCA Skills Advisory Board.
27. Councillor Lisa Trickett will provide a verbal update at the meeting (as appropriate) on any more recent developments.

**Financial Implications**

28. There are no direct financial implications arising out of the recommendations contained within this report.

**Legal Implications**

29. There are no direct legal implications arising out of the recommendations contained within this report.

**Equalities Implications**

30. There are no direct equalities implications arising out of the recommendations contained within this report.

**Inclusive Growth Implications**

31. There are no inclusive growth implications arising out of the recommendations contained within this report.

**Geographical Area of Report's Implications**

32. There are no geographical implications arising out of the recommendations contained within this report.

**Other Implications**

33. There are no further specific implications arising out of the recommendations contained within the report.

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## Overview & Scrutiny Committee

<b>Date</b>	25 February 2019
<b>Report title</b>	Scrutiny Champions - Progress Update
<b>Accountable Leads</b>	Leaders Like You - Councillor Jackie Taylor and Councillor Cathy Bayton Air Quality - Councillor Stephen Simkins Transport - Councillor Angus Lees and Councillor Mike Chalk
<b>Accountable Employee</b>	Lyndsey Roberts, Scrutiny Officer email: lyndsey.roberts@wmca.org.uk tel: (0121) 214 7501

**Recommendation(s) for decision:**

**Overview & Scrutiny Committee is recommended to:**

- (1) Note the progress being made in respect of the work being undertaken by the Scrutiny Champions.

## **Purpose**

1. To appraise Overview & Scrutiny Committee of the developments and progress in relation to the work of the Scrutiny Champions.

## **Background**

2. On 4 September 2018, Overview & Scrutiny Committee endorsed the appointment of Scrutiny Champions to have responsibility for the oversight of three thematic areas relating to transport, air quality and the implementation of the recommendations of the 'Leaders Like You' report, which is a report published by the West Midlands Combined Authority's Leadership Commission.
3. The Scrutiny Champions are responsible for:
  - overseeing the work being undertaken in these thematic areas
  - keeping abreast of other committee and board reports and external developments in these thematic areas
  - bringing matters to the attention of the Chair and/or Overview & Scrutiny Committee which they feel may benefit from further consideration or scrutiny
4. The following Scrutiny Champions had been appointed to have responsibility for the oversight of specific workstreams as follows:
  - Air Quality - Councillor Stephen Simkins
  - 'Leaders Like You' - Councillor Jackie Taylor and Councillor Cathy Bayton
  - Transport - Councillor Angus Lees and Councillor Mike Chalk

## **Air Quality**

5. On 16 January, Overview & Scrutiny Committee considered a report from Simon Slater, Head of Environment on the progress of the West Midlands Low Emissions Strategy. As part of this process Councillor Stephen Simkins had asked for a meeting to be held with the Head of Environment to discuss the strategy in more detail and the comments/observations made by Overview & Scrutiny Committee.
6. On 5 February, Councillor Stephen Simkins met with the Head of Environment and invited the following representatives to join the meeting:
  - Councillor Philip Davies – Transport Delivery Committee Air Quality, Congestions & Environmental Sustainability
  - Ric Bravery – Strategic Health Lead – City of Wolverhampton Council
  - John Roseblade – Head of City Transport – City of Wolverhampton Council
7. Councillor Stephen Simkins will provide a verbal update at the meeting (as appropriate) on any more recent developments.

## **Leaders Like You**

8. On 4 September 2018, Overview & Scrutiny Committee considered a report from Henry Kippin, Director of Public Sector Reform, appraising members of the developments and progress in relation to the work being undertaken to implement the recommendations of the 'Leaders Like You' report that was published by the WMCA's Leadership Commission in May 2018. A summary detailing the next steps was considered. Councillor Steve Eling, Portfolio Lead for Cohesion & Integration and Public Service Reform also attended this meeting.
9. Councillor Jackie Taylor and Councillor Cathy Bayton have met and have proposed the following approach that is considered would be beneficial in terms of scrutinising the effectiveness and work undertaken to date with regard to this important work.
10. It is proposed a time-limited task & finish group of four sessions:
  - Session 1 - initial scoping session of the work to be undertaken and allocation of areas of the report to be looked at.
  - Session 2 - Report back to the group and highlight any areas of concern.
  - Session 3 - Preparation of the lines of inquiry for scrutiny.
  - Session 4 - Meeting to involve the Mayor and/or the Portfolio Lead for Cohesion & Integration and Public Service Reform and CEO Deborah Cadman.  
Feedback/recommendations from this meeting to be reported to Overview & Scrutiny Committee on 12 April.
11. In terms of the membership for this task & finish group, it is proposed that the following members be appointed to lead on this important work:
  - Councillor Cathy Bayton
  - Councillor Liz Clements
  - Councillor Tariq Khan
  - Councillor Stephen Simkins
  - Councillor Jackie Taylor
12. Councillor Jackie Taylor and Councillor Cathy Bayton will provide a verbal update at the meeting (as appropriate) on any more recent developments.

## **Transport**

13. On 16 January, Overview & Scrutiny Committee considered a report from Nafees Arif, Metro Finance & Commercial Director on the Wednesbury to Brierley Hill Metro Extension Project. A meeting of the Budget Working Group will be held on 6 March to review the final business case for the scheme.
14. Councillor Angus Lees and Councillor Mike Chalk continue to receive the agenda and papers for meetings of the Transport Delivery Committee and continue to attend its meetings.
15. Councillor Angus Lees and Councillor Mike Chalk will provide a verbal update at the meeting (as appropriate) on any more recent developments.

**Financial Implications**

16. There are no direct financial implications arising out of the recommendations contained within this report.

**Legal Implications**

17. There are no direct legal implications arising out of the recommendations contained within this report.

**Equalities Implications**

18. There are no direct equalities implications arising out of the recommendations contained within this report.

**Inclusive Growth Implications**

19. There are no inclusive growth implications arising out of the recommendations contained within this report.

**Geographical Area of Report's Implications**

20. There are no geographical implications arising out of the recommendations contained within this report.

**Other Implications**

21. There are no further specific implications arising out of the recommendations contained within the report.

## WEST MIDLANDS COMBINED AUTHORITY FORWARD PLAN: MARCH 2019 - JULY 2019

Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Police &amp; Crime Commissioner Governance</b>	To consider consultation responses and seek approval to submit scheme to Home Office.	22 March 2019	Yes	n/a	Henry Kippin	No	Governance
<b>5G Update on Progress and Governance</b>	To consider the latest progress on delivering the 5G pilot.	22 March 2019	No	Cllr Ian Ward	Henry Kippin	No	Economic Growth
<b>New Stations Outline Business Case - Packages 1 &amp; 2</b>	To approve the outline business cases in respect of new rail stations Willenhall – Darlaston.	22 March 2019	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport
<b>Bus Alliance Annual Report</b>	To review to work of the Bus Alliance during the last 12 months.	22 March 2019	No	Cllr Roger Lawrence	Laura Shoaf	No	Transport
<b>Park &amp; Ride Strategy</b>	To approve to Park & Ride Strategy.	22 March 2019	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport



Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>Wednesbury - Brierley Hill Metro Extension</b>	To consider a report on funding the Metro extension.	22 March 2019	Yes	Cllr Roger Lawrence	Laura Shoaf	Yes	Transport
<b>Future Mobility Zone Programme</b>	To agree scope and delivery of the programme.	22 March 2019	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport
<b>Childhood Obesity Strategy</b>	To agree a strategy to tackle childhood obesity.	22 March 2019	Yes	Cllr Izzi Seccombe	Sean Russell	No	Wellbeing
<b>Budget Monitoring 2018/19</b>	To review the latest budget monitoring position.	24 May 2019	No	Cllr Bob Sleigh	Linda Horne	No	Finance
<b>Strategic Bus Vision Delivery Plan</b>	To agree the delivery plan for the Strategic Bus Vision.	24 May 2019	Yes	Cllr Roger Lawrence	Laura Shoaf	No	Transport
<b>Budget Monitoring 2018/19</b>	To review the latest budget monitoring position.	28 June 2019	No	Cllr Bob Sleigh	Linda Horne	No	Finance



Title of Report	Description of Purpose	Date of Meeting	Key Decision (Y/N)	Lead Portfolio Holder	Lead Officer	Confidential	Category
<b>WMCA Annual Plan 2019/20</b>	To approve the Annual Plan.	28 June 2019	Yes	n/a	Deborah Cadman	No	Governance
<b>Appointment of Committees, Meeting Dates etc.</b>	To approve committee arrangements for 2019/20.	28 June 2019	Yes	n/a	Deborah Cadman	No	Governance
<b>Low Emissions Strategy</b>	To approve the strategy.	28 June 2019	Yes	Cllr Qadar Zada	Simon Slater	No	Policy
<b>Police &amp; Crime Commissioner Governance</b>	To seek approval for the Order for PCC governance.	July 2019	Yes	n/a	Henry Kippin	No	Governance

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**WMCA Audit, Risk & Assurance Committee - Forward Plan**

<b>Title of Report</b>	<b>Description of Purpose</b>	<b>Date of Meeting</b>	<b>Lead Officer</b>
Strategic Risk Register	To receive an update on the Strategic Risk Register	15 April 2019	Loraine Quibell
Annual Internal Audit Report	To note progress on audits	15 April 2019	Peter Farrow
Outturn Report 18/19	To approve the Outturn Report	15 April 2019	Tim Martin
Provisional Value for Money Report	To consider a report on value for money considerations	15 April 2019	Grant Patterson
WMCA Annual Governance Statement	To approve the Annual Governance Statement	15 April 2019	Tim Martin
<hr/>			
Strategic Risk Register	To receive an update on the Strategic Risk Register	21 June 2019	Joti Sharma
WMCA Annual Accounts	To approve the WMCA Annual Accounts	21 June 2019	Linda Horne
WMCA Audit Findings	To receive an update from external audit	21 June 2019	Grant Patterson
WMITA Pension Fund - Audit Findings	To receive an update from external audit	21 June 2019	Grant Patterson/ Terry Tobin

Title of Report	Description of Purpose	Date of Meeting	Lead Officer
Contingency Meeting - Accounts		15 July 2019	Linda Horne
WMCA Constitution	To receive an update on the reviewed Constitution.	TBC	Tim Martin

**WMCA Environment Board: Action Plan 2018/19 (version 10.9.18)**

<b>Objectives from WMCA 18/19 Annual Plan</b>		<b>1<sup>st</sup> Feb 2019 Board</b>	<b>7<sup>th</sup> June 2018 Board</b>
1	<p><b>Improve WMCA overall organisational performance on sustainability external and internal impact</b></p> <p>The Environment Board will publish an action plan and report progress on moving the WMCA to become 'best in class' within two years (September 2020). The WMCA will address capacity gaps identified within the organisation and partners to deliver the plan.</p>	Results from annual national sustainability activities benchmark of CAs good practice and independent annual progress review by Sustainability West Midlands to inform future priorities and programmes to meet September 2020 target.	
2	<p><b>WMCA area sustainability and environment performance</b></p> <p>Reporting of WMCA area performance by SEP sustainability indicators against 2030 targets – carbon, air quality, health inequality.</p>	Agree additional targets for new indicators for clean growth (productivity vs emissions), fuel poverty, renewable energy, waste, and natural environment.	Results from annual sustainability metrics and benchmarking with other CAs to inform next year priorities and programmes.
	<p><b>External communications, awards, and campaigns to promote scaling up of good local practice as part of partnership with Sustainability West Midlands</b></p> <p>The WMCA will improve internal and external communication on WMCA activities around sustainability to help identify and promote good practice, enable constructive challenge and help local partners to engage and work together more effectively.</p>	Agree communications and good practice networks, events and awards plan for next 2 years.	Report on benchmarking of good local practice by business, NHS, universities, and councils that could be scaled up and inform next year priorities and programmes.
4	<p><b>Development of Low Emissions Strategy with partners</b></p> <p>The WMCA will work towards a longer-term roadmap supported by business and local partners to tackle overall air quality issues within the next 10 years, while working with local authority partners on shorter-term priorities.</p>	Review of draft strategy and recommendation for adoption by WMCA Board.	
5	<p><b>Development of Natural Environment approach as part of partnership with West Midlands Natural Capital Roundtable</b></p> <p>The WMCA will work with natural environment partners, businesses, and Government to develop a long-term natural capital investment strategy to help coordinate and attract investment to improve the state and use of natural assets.</p>	Review approach and progress on supporting investment in natural assets and local priorities.	

6	<p><b>Development of Local Industrial Strategy with partners</b>          “The WMCA will work to ensure local strengths in clean growth sectors of transport, buildings and energy, as well as the importance of the natural environment, form a key part of the new Local Industrial Strategy, with the ambition to become the UK’s first Combined Authority Clean Growth Industrial Strategy. “</p>	<p>Review potential risks and opportunities from sustainability and resilience review of strategy – e.g. climate risk, and potential new programmes and activities flowing from the new strategy including waste, housing retrofit and green business support.</p>	
7	<p><b>Development of Green Energy investments as part of partnership with Energy Capital</b>          The WMCA will consider recommendations from Energy Capital and the Regional Energy Commission on innovation zones.</p>		<p>Progress update from Energy Capital on progress and any future support required.</p>
8	<p><b>WMCA external funding and buildings.</b>          The WMCA will promote key sustainability opportunities within WMCA key investment sites to lever local partners’ expertise and innovation opportunities to maximise benefits.          The WMCA will review, and if required, update current sustainability criteria within WMCA funding and monitoring system and building standards.</p>	<p>Review of WMCA and partners key investment sites sustainability standards e.g. Commonwealth Games. Agree any future standards required.</p>	<p>Review of WMCA funding system and criteria for non-building projects e.g. skills, transport, business support. Agree any future standards required.</p>
	<p><b>WMCA internal estates, operations, and communications</b>           The WMCA will improve internal communication on WMCA activities around sustainability to help identify and promote good practice, enable constructive challenge and help local partners to engage and work together more effectively.</p>		<p>Report on internal environment strategy, communications, performance of own estates and impact of accredited Environmental Management System. Identify any other good practice to be aware of.</p>

WMCA Investment Programme – Investment Board Forward Plan

Investment Board - Forward Plan			
2019			
21st January	18th February		18th March
	SOC Change Request - Chelmsley Wood Town Centre		
		OBC - Sprint A34 Walsall to Birmingham OBC - Sprint Birmingham to Airport	
15th April	May		3rd June
OBC - Cov UKC+ A46 Link Road p2			FBC - UKC Int. HS2 Hybrid Act Change - Construction
OBC - Rail Camp Hill Lines (p2)			FBC - UKC Int. HS2 Hybrid Act Change - M42 Bridge
FBC - Innovation CDIS			FBC - UKC Int. HS2 Hybrid Act Change - M6 J4 Improvements
		FBC - Metro BEE	OBC - Cov UKC+ M6 Junction 3
		OBC - Sprint Sutton to Birmingham	OBC - Cov UKC+ Keresley Link Road
			OBC - UKC Inf. P2 Solihull Town Centre Development & Investment
			OBC - Cov UKC+ Tile Hill Station Improvements
July	August		September
FBC - Rail Willenhall to Darlaston (p1)	FBC - Metro Wednesbury to Brierley Hill	OBC - Cov UKC+ A46 Link Road p3	OBC - Metro EBS
FBC - Rail Camp Hill Lines (p2)	OBC - Rail Sutton Coldfield Gateway	OBC - Cov UKC+ Coventry South Interchange	OBC - UKC Inf. P1 Kingshurst Village Centre
			OBC - UKC Inf. P2 Sustainable Energy – Solihull Town Centre Low Carbon Heat
			OBC - UKC Inf. P1 Accelerating Housing Delivery - Simon Digby
			OBC - UKC Inf. P2 Accelerating Housing Delivery Utilising Solihull Assets
October	November		December
			FBC - Sprint Birmingham to Airport
			FBC - Sprint A34 Walsall to Birmingham
			OBC - Sprint Hall Green to Interchange
			FBC - Sprint Sutton to Birmingham
			OBC - Sprint Hagley Road P2 and Halesowen
2020			
January	February		March
OBC - UKC Inf. P2 Low Carbon Future Mobility	OBC - UKC Inf. P2 Local Strategic Network Resilience Connectivity & Enhancements		FBC - Rail Sutton Coldfield Gateway
			FBC - UKC Birmingham International Station
			FBC - UKC Birmingham International - West Coast Main Line Bridge
			OBC - UKC Inf. P1 Solihull Town Centre Public Realm Improvement scheme
April	May		June
			OBC - UKC Inf. P1 A34 Stratford Road Enhancements
			OBC - UKC Inf. P1 A452 Chester Road Enhancements
			FBC - UKC Inf. P2 Solihull Town Centre Development & Investment
July	August		September
			OBC - UKC Inf. P2 Solihull Station Integrated Transport Hub
			FBC - UKC Inf. P2 Inclusive Growth - Securing Social Value
October	November		December
OBC - UKC Inf. P1 Chelmsley Wood Town Centre			FBC - UKC Inf. P2 Local Strategic Network Resilience Connectivity & Enhancements
			FBC - UKC Inf. P2 Low Carbon Future Mobility

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**WMCA Overview & Scrutiny Committee - Forward Plan**

<b>Title of Report</b>	<b>Description of Purpose</b>	<b>Date of Meeting</b>	<b>Lead Officer/Member</b>
12 April 2019			
Forward Plans	To received up to date forward plans for all other Boards / Committees	12 April 2019	Chair
Health and Wellbeing - Progress Update	To review progress in respect of the health and wellbeing agenda	12 April 2019	Councillor Izzi Seccombe Sean Russell
Annual Review and Possible Future Governance Arrangements	To undertake an end of year review on the working groups	12 April 2019	Tim Martin
Task & Finish Group: Leaders Like You	To receive the feedback from the Task and Finish Group	12 April 2019	Cllr Cathy Bayton & Cllr Jackie Taylor
To Be Confirmed			
Ring & Ride Review	To review proposals/recommendations arising out of the Ring & Ride Review prior to consideration by the WMCA Board.	Date to be determined	
Productivity & Skills – Regional Skills Plan	To receive a progress report on the Productivity and Skills agenda	Date to be determined	Portfolio Lead for Productivity & Skills Julie Nugent

Title of Report	Description of Purpose	Date of Meeting	Lead Officer/Member
Leaders Like You – Progress Report 'One Year On'	To receive an update on the implementation of the recommendations arising from the Leadership Commission	September 2019	Portfolio Lead for Cohesion & Integration and PSR Henry Kippin
Legacy of Commonwealth Games	To receive a report on the legacy of the Commonwealth Games in terms of health, skills, housing & development	Date to be determined	

**TRANSPORT DELIVERY COMMITTEE**

<b>COMMITTEE MEETING</b>		<b>REPORT AND AUTHOR</b>	<b>AGENDA SETTING MEETING</b>	
<i>Date of Meeting</i>	<i>Date Final Reports to be submitted to Governance Services</i>		<i>Date of Meeting</i>	<i>Date Reports to be submitted to Governance Services</i>
18 March 2019	6 March	<ul style="list-style-type: none"> <li>• <b>Financial Monitoring Report</b> (Linda Horne)</li> <li>• <b>Capital Programme Delivery Monitoring Report</b> (Sandeep Shingadia)</li> <li>• <b>Park &amp; Ride Update</b> Pete Bond (Richard Mayes)</li> <li>• <b>Rail Business Report</b> Malcolm Holmes (Tom Painter)</li> <li>• <b>Bus Business Report</b> Pete Bond (Edmund Salt)</li> <li>• <b>Lead Member Report- Rail &amp; Metro Portfolio</b> (Councillor Horton)</li> <li>• <b>Lead Member Report – Sprint</b> (Councillor Huxtable)</li> </ul>	4 March	27 February
20 May 2019	9 May	<ul style="list-style-type: none"> <li>• <b>Commonwealth Games Capital Projects Update</b> (Sandeep Shingadia)</li> <li>• <b>Financial Monitoring Report</b> (Linda Horne)</li> <li>• <b>Capital Programme Delivery Monitoring Report</b> (Sandeep Shingadia)</li> <li>• <b>Safer Travel Update</b> (Mark Babington)</li> </ul>	TBC (local elections)	29 April

**TRANSPORT DELIVERY COMMITTEE**

<b>COMMITTEE MEETING</b>		<b>REPORT AND AUTHOR</b>	<b>AGENDA SETTING MEETING</b>	
<i>Date of Meeting</i>	<i>Date Final Reports to be submitted to Governance Services</i>		<i>Date of Meeting</i>	<i>Date Reports to be submitted to Governance Services</i>
		<b>Lead Member Report – Putting Passengers First Portfolio</b> (Councillor Hartley) <ul style="list-style-type: none"> <li>• <b>Lead Member Report – Finance &amp; Performance</b> (Councillor Akhtar)</li> </ul>		
24 June 2019	13 June	<ul style="list-style-type: none"> <li>• <b>Customer Services Performance Report</b> (Sarah Jones)</li> <li>• <b>Bus Alliance Update</b> Pete Bond (Edmund Salt)</li> <li>• <b>Cycling Charter Progress Update</b> Hannah Dayan</li> </ul>	10 June	5 June